

70579

## SEARCH REQUEST FORM

## Scientific and Technical Information Center

Requester's Full Name: Forest Thompson Examiner #: 76652 Date: 8/30/00  
 Art Unit: 2765 Phone Number 303-5449 Serial Number: 09/334256 PCT 00/16107  
 Mail Box and Bldg/Room Location: 5W35 Results Format Preferred (circle): PAPER DISK E-MAIL

If more than one search is submitted, please prioritize searches in order of need.

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Please provide a detailed statement of the search topic, and describe as specifically as possible the subject matter to be searched. Include the elected species or structures, keywords, synonyms, acronyms, and registry numbers, and combine with the concept or utility of the invention. Define any terms that may have a special meaning. Give examples or relevant citations, authors, etc, if known. Please attach a copy of the cover sheet, pertinent claims, and abstract.

Title of Invention: Method & Apparatus for Planning and monitoring Multiple Task Based on user defined Criteria and predictive Ability  
 Inventors (please provide full names): Sander Richardson, Douglas Clark,

Matthew Bennett, Tim Finwick

Earliest Priority Filing Date: 6/16/99

\*For Sequence Searches Only\* Please include all pertinent information (parent, child, divisional, or issued patent numbers) along with the appropriate serial number.

<See Abstract>

A method for planning tasks comprising breaking a project into tasks, selecting a tasking horizon, selecting 2 verbs for at least one task, receiving a predicted start date for one task, an actual start date, comparing predicted and actual dates, and computing the movement of tasks in relation to the tasking horizon or ~~completion~~ completion date. Verbs are designed to capture the types of dialogue that a worker ~~would~~ use to explain why a task was/was not started/completed ~~as planned~~ as planned.

Keywords: project management

scheduling

tasks

personnel or manpower  
date (start, completion)

image

08-30-00 A09:17 IN

STAFF USE ONLY	Type of Search	Vendors and cost where applicable
Searcher: <u>Craig S. Ley</u>	NA Sequence (#)	STN _____
Searcher Phone #: <u>303-5449</u>	AA Sequence (#)	Dialog <input checked="" type="checkbox"/>
Searcher Location: <u>LIBR</u>	Structure (#)	Questel/Orbit _____
Date Searcher Picked Up: <u>8/30/00</u>	Bibliographic <input checked="" type="checkbox"/>	Dr. Link _____
Date Completed: <u>9/1</u>	Litigation <input checked="" type="checkbox"/>	Lexis/Nexis _____
Searcher Prep & Review Time: <u>2.5 hours</u>	Fulltext <input checked="" type="checkbox"/>	Sequence Systems _____
Clerical Prep Time: _____	Patent Family <input checked="" type="checkbox"/>	WWW/Internet <input checked="" type="checkbox"/>
Online Time: <u>6 hours</u>	Other <input checked="" type="checkbox"/>	Other (specify) _____

File 15:ABI/Inform(R) 1971-2000/Aug 31  
 (c) 2000 Bell & Howell  
 File 275:Gale Group Computer DB(TM) 1983-2000/Aug 31  
 (c) 2000 The Gale Group  
 File 16:Gale Group PROMT(R) 1990-2000/Aug 31  
 (c) 2000 The Gale Group  
 File 160:Gale Group PROMT(R) 1972-1989  
 (c) 1999 The Gale Group  
 File 148:Gale Group Trade & Industry DB 1976-2000/Aug 31  
 (c) 2000 The Gale Group

DIALOG  
9/1/00

Set	Items	Description
S1	73178	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	3204882	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	62323	S2(3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI????? OR PHASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	67560	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	1037	S4(S) (PREDICT???? OR PROBABILIT???)
S6	325674	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	25445	(MODIF?? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	74	S4(S) (DATE(5N) (COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET))
S9	17	S1 AND S8
S10	14	RD (unique items)
S11	1427	(RESULT? ? OR ACCOMPLISHMENT? ?) (5N) (DIFFERENT) (5N) (PLAN?? OR GOAL? ? OR TARGET? ?)
S12	36	S1 AND S11
S13	30	RD (unique items)
S14	28	S2 AND S13
S15	6	S4 AND S13
S16	4620	S1 AND S4
S17	12	S16 AND CHURN
S18	11	RD (unique items)
S19	41	S16 AND RESULT? ?(5N) EXPECTATION? ?
S20	1	S16 AND (RESULT? ?(3N) (VS OR VERSUS) (3N) EXPECTATION? ?)
S21	72	S16 AND S7
S22	463	S7(3N) (COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET? ?)
S23	4	2 OR GOAL? ?) S16 AND S22

All considered

DIALOG

9/1/00

File 9:Business & Indust (R) Jul/1994-2000/Sep 01  
(c) 2000 Resp. DB Svcs.  
File 623:Business Week 1985-2000/Aug W3  
(c) 2000 The McGraw-Hill Companies Inc  
File 810:Business Wire 1986-1999/Feb 28  
(c) 1999 Business Wire  
File 624:McGraw-Hill Publications 1985-2000/Aug 31  
(c) 2000 McGraw-Hill Co. Inc  
File 813:PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc  
File 636:Gale Group Newsletter DB(TM) 1987-2000/Sep 01  
(c) 2000 The Gale Group  
File 621:Gale Group New Prod.Annou.(R) 1985-2000/Aug 30  
(c) 2000 The Gale Group  
File 20:World Reporter 1997-2000/Sep 01  
(c) 2000 The Dialog Corporation plc

Set	Items	Description
S1	48273	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	2873827	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	27253	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	46498	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	420	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	196838	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECCTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	29305	(MODIF?? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	0	S1 AND S3 AND S5 AND S6
S9	11	S1 AND S5
S10	11	RD (unique items)
S11	5424	(SUMMARI???? OR ASSESS????) (5N) (PROBLEM? ? OR INEFFICIENC?-? OR UNFORESEEN)
S12	3	S1 AND S4 AND S11
S13	102	S1 AND S11
S14	25	S1 (S) S11
S15	17	RD (unique items)
S16	25	S13 AND S1/DE
S17	22	RD (unique items)
S18	3818	(RESULT? ? OR ACCOMPLISHMENT? ?) (5N) DIFFERENT (5N) (PLAN?? - OR GOAL? ? OR TARGET? ? OR EXPECTATION? ?)
S19	38	S1 AND S18
S20	21	RD (unique items)
S21	0	RESULT? ? (3N) (VS OR VERSUS) (3N) EXPECATION? ?
S22	25	RESULT? ? (3N) (VS OR VERSUS) (3N) EXPECTATION? ?
S23	0	S1 AND S22
S24	9315	EVALUAT?? (3N) (RESULT? ? OR CHURN? ? OR OUTCOME? ?)
S25	131	S1 AND S24
S26	24	S1/DE AND S24
S27	22	RD (unique items)
?		

All considered

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File 347:JAPIO Oct 1976-20 Apr (UPDATED 000816)

(c) 2000 JPO & JAP

File 350:Derwent 1963-2000/UD,UM &UP=200041

(c) 2000 Derwent Info Ltd

Set	Items	Description
S1	324	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL????? OR ORGANI?????? OR ASSESSMENT)-(3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	250516	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	3312	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI?????? OR PHASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI????)
S4	3544	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV?--?)
S5	53	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	17234	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	433	(MODIF?? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? - ?) (3N) (DATE)
S8	7	S1 AND S3
S9	8	S1 AND S4
S10	9	S1 AND (PREDICT???? OR PROBABILIT???)
S11	8	S10 NOT S9
S12	10	S1 AND S6
S13	0	S1 AND EXPECTATIONS
S14	0	S1 AND EXPECTATION
S15	21647	IC=G06F-017/60
S16	0	S1 AND S7
S17	2	S15 AND S5
S18	52	AU="RICHARDSON S":AU="RICHARDSON S R"
S19	47	AU="CLARK D"
S20	146	AU="BENNETT M":AU="BENNETT M W"
S21	0	AU="FINWICK"
S22	0	S18 AND S19 AND S20
	?	

all considered

File 348:European Patents 18-2000/Aug W04  
(c) 2000 European Patent Office

File 349:PCT Fulltext 1983-2000/UB=20000824, UT=20000810  
(c) 2000 WIPO/MicroPat

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Set	Items	Description
S1	760	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM?..? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	212331	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	20969	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI?????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	16918	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV?? - ?)
S5	375	S4(S) (PREDICT???? OR PROBABILIT???)
S6	41788	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECITION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	6633	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? - ?) (3N) (DATE)
S8	130	S1/TI,AB,CM
S9	21	S8 AND S3/TI,AB,CM
S10	8	S9 AND S4/TI,AB,CM
S11	1	S8 AND S5
S12	31	S8 AND (PREDICT???? OR PROBABILIT???)
S13	12	S8 AND (PREDICT???? OR PROBABILIT???) /TI,AB,CM
S14	22	S8 AND S6
S15	15	S1(S)S6
S16	34	S1 AND S6/TI,AB,CM
S17	8	S8 AND S6/TI,AB,CM
S18	6	S8 AND (RISK OR EXPECTATIONS OR CHURN) /TI,AB,CM
S19	2	S8 AND S7/TI,AB,CM
S20	83	S1 AND S3 AND S4
S21	32	S20 AND S6
S22	24	S21 AND PREDICT????
S23	19	S22 NOT (S19 OR S18 OR S17 OR S15 OR S10)
S24	2	AU="RICHARDSON SANDY"
S25	22	AU="CLARK DOUGLAS":AU="CLARK DOUGLAS W"
S26	2	AU="BENNETT MATTHEW COLE JR":AU="BENNETT MATTHEW JOHN"
S27	0	AU="FINWICK J"
S28	0	AU="FINZER HEINZ" AND AU="FINZI" AND AU="FINZI BENDETTO GIORGIO ING"
S29	0	S24 AND S25 AND S26
?		

all considered

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File 473: Financial Times Abstracts 1998-2000/Aug 30

(c) 2000 The New York Times

File 474: New York Times Abs 1969-2000/Aug 30

(c) 2000 The New York Times

File 475: Wall Street Journal Abs 1973-2000/Aug 30

(c) 2000 The New York Times

Set	Items	Description
S1	178	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	141240	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	2569	S2(3N) (DESCRIB?? OR DESCRIPT??? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI??? OR CATEGOR??? OR CONCEPT? ?)
S4	514	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV?? - ?)
S5	9	S4(S) (PREDICT???? OR PROBABILIT???)
S6	2013	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	186	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? - ?) (3N) (DATE)
S8	1	S1 AND S4
S9	1	S1 AND (PREDICT???? OR PROBABILIT???)
S10	0	S1 AND S6
S11	0	S1 AND S7
S12	2	S1 AND RISK? ?
S13	36	S1 AND S2
S14	1	S1 AND S3
?		

All considered

File 278:Microcomputer Software Guide 2000/Aug  
(c) 2000 Reed Elsevier Inc.  
File 634:San Jose Mercury Jun 1985-2000/Aug 30  
(c) 2000 San Jose Mercury News  
File 256:SoftBase:Reviews,Companies&Prods. 85-2000/Jul  
(c)2000 Info.Sources Inc

DIALOG  
9/1/00

Set	Items	Description
S1	1564	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	237228	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	2781	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI?????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	2938	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	20	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	6230	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	578	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	17	S1 AND S3
S9	13	RD (unique items)
S10	82	S1 AND S4
S11	2	S1 AND S5
S12	37	S1 AND S6
S13	26	RD (unique items)
S14	3	S1 AND S7
S15	23	S1 AND EXPECTATIONS
S16	772	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???) (3N) EXPECTATION? ?
S17	1	S1 AND S16
S18	3	S1(S) EXPECTATION? ?
?		

all considered

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9/1/00

File 77:Conference Papers Index 1973-2000/Jul  
(c) 2000 Cambridge Sci Abs  
File 35:Dissertation Abstracts Online 1861-2000/Jul  
(c) 2000 UMI  
File 583:Gale Group Globalbase(TM) 1986-2000/Aug 30  
(c) 2000 The Gale Group  
File 2:INSPEC 1969-2000/Aug W4  
(c) 2000 Institution of Electrical Engineers  
File 65:Inside Conferences 1993-2000/Aug W4  
(c) 2000 BLDSC all rts. reserv.  
File 233:Internet & Personal Comp. Abs. 1981-2000/Aug  
(c) 2000 Info. Today Inc.  
File 99:Wilson Appl. Sci & Tech Abs 1983-2000/Jul  
(c) 2000 The HW Wilson Co.

Set	Items	Description
S1	11705	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	972021	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	20533	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	14596	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	941	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	199632	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTATION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	936	(MODIF?? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (5N) (DATE)
S8	113	S4 (5N) DYNAMIC????
S9	4	S1 AND S8
S10	0	S1 AND CHURN
S11	2781	EXPECTATION? ? (5N) RESULT? ?
S12	4	S1 AND S11
S13	5469	(SUMMARI???? OR PREDICT????) (3N) (PROBLEM? ? OR INEFFICIENC-???)
S14	8	S1 AND S13
S15	8	RD (unique items)
S16	14	S1 AND S5
S17	13	RD (unique items)
S18	13	S17 NOT S15
S19	0	S4 (S) (TARGET (W) DATE)
S20	1	S4 (S) (END? ? (3N) DATE)

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(FILE 'HOME' ENTERED AT 14:33:00 ON 30 AUG 2000)

FILE 'USPATFULL' ENTERED AT 14:33:49 ON 30 AUG 2000  
L1 50 S PLAN(S)TASK(S)SCHEDULE  
L2 145 S 705/9/NCL  
L3 9 S L2 AND PLAN(S)TASK(S)(SCHEDULE OR SCHEDULING)  
L4 8 S L3 AND L1  
L5 1 S L3 NOT L4  
L6 6 S L3 AND TASK(S)(MANAGE OR MANAGEMENT)

**RESOURCE MANAGEMENT SYSTEM  
SYSTEME DE GESTION DE RESSOURCES**

**23/TI/9 (Item 4 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**AUTOMATED METER READING SYSTEM  
SYSTEME DE LECTURE AUTOMATIQUE DES COMPTEURS**

**23/TI/10 (Item 5 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**SYSTEM AND METHOD FOR FACILITATING INTERACTION AMONG AGENTS  
SYSTEME ET PROCEDE FACILITANT L'INTERACTION ENTRE AGENTS**

**23/TI/11 (Item 6 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**A COMMUNICATION SYSTEM ARCHITECTURE  
ARCHITECTURE D'UN SYSTEME DE COMMUNICATION**

**23/TI/12 (Item 7 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**SOFTWARE FAULT MANAGEMENT SYSTEM  
SYSTEME DE GESTION DES PANNEES DE LOGICIELS**

**23/TI/13 (Item 8 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**SYSTEMS AND METHODS FOR SECURE TRANSACTION MANAGEMENT AND ELECTRONIC RIGHTS  
PROTECTION  
SYSTEMES ET PROCEDES DE GESTION DE TRANSACTIONS SECURISEES ET DE PROTECTION  
DE DROITS ELECTRONIQUES**

**23/TI/14 (Item 9 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**VIRTUAL NETWORK CONFIGURATION AND MANAGEMENT SYSTEM FOR SATELLITE  
COMMUNICATIONS SYSTEM  
CONFIGURATION DE RESEAU VIRTUEL ET SYSTEME DE GESTION DESTINE A UN SYSTEME  
DE COMMUNICATIONS PAR SATELLITE**

**23/TI/15 (Item 10 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**MODIFICATION OF SOLUBLE SOLIDS USING SUCROSE PHOSPHATE SYNTHASE ENCODING  
SEQUENCE  
MODIFICATION DE SOLIDES SOLUBLES A L'AIDE D'UNE SEQUENCE CODANT LA  
PHOSPHATE SYNTHASE DE SACCHAROSE**

**23/TI/16 (Item 11 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.**

**COMPUTER SYSTEM INCLUDING MEANS FOR DECISION SUPPORT SCHEDULING  
SYSTEME INFORMATIQUE DOTE DE MOYENS DE PLANIFICATION D'AIDE A LA DECISION**

23/TI/17 (Item 12 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

METHOD AND SYSTEM FOR SELECTIVE INCENTIVE POINT-OF-SALE MARKETING IN  
RESPONSE TO CUSTOMER SHOPPING HISTORIES  
PROCEDE ET SYSTEME DE DISTRIBUTION DE BONS D'ACHAT EN FONCTION DES ACHATS  
ANTERIEURS D'UN CLIENT

23/TI/18 (Item 13 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

NETWORKED FACILITIES MANAGEMENT SYSTEM  
SYSTEME DE GESTION D'UNITES INTERCONNECTEES EN RESEAU

23/TI/19 (Item 14 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

METHODS AND COMPOSITIONS FOR THE PRODUCTION OF STABLY TRANSFORMED, FERTILE  
MONOCOT PLANTS AND CELLS THEREOF  
PROCEDES ET COMPOSITIONS DE PRODUCTION DE PLANTES MONOCOTYLEDONES FECONDES  
AINSI QUE DE LEURS CELLULES TRANSFORMEES DE MANIERE STABLE  
?

DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00091201 DOCUMENT TYPE: Review

PRODUCT NAMES: OPEN PLAN PRO 1.1 (587494)

TITLE: Open Plan Professional delivers planning power  
AUTHOR: Heck, Mike  
SOURCE: InfoWorld, v18 n22 p106(1) May 27, 1996  
ISSN: 0199-6649  
HOMEPAGE: <http://www.infoworld.com>

RECORD TYPE: Review

REVIEW TYPE: Review

GRADE: A

Welcom Software's Open Plan Pro 1.1, a project management system, is easy-to-use from the outset, and provides professional project managers with tools for running many simultaneous projects that are updated by many participants. One unusual feature is risk analysis with a Monte Carlo simulation. Project views supported include Network Logic, Bar Chart, Histograms, Spreadsheet, Tabular, and Work Breakdown Structure formats. A universal database makes enter and updating information convenient, and Object Linking and Embedding (OLE) 2.0 and OLE Automation add extensibility and integration with other applications. Data is secured and stored in dBASE-compatible files or other ODBC formats. More than one user can concurrently work on the same project or appurtenant files. The interface metaphor is a Project Notebook that allows folder update with easy drag-and-drop actions.

PRICE: \$6000

COMPANY NAME: Welcom Software Technology Corp (WST) (236586)

SPECIAL FEATURE: Screen Layouts

DESCRIPTORS: Business Planning; Project Management; Risk Analysis

REVISION DATE: 20000417

13/9/25 (Item 11 from file: 256)

DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00046986 DOCUMENT TYPE: Review

PRODUCT NAMES: Primavera Project Planner (902019); Primavera Monte Carlo (441694)

TITLE: Helping to repair the Twin Towers

AUTHOR: Ferranti, Marc

SOURCE: PC Week, v10 n11 p39(2) Mar 22, 1993

ISSN: 0740-1604

RECORD TYPE: Review

REVIEW TYPE: Review

GRADE: A

The Port of New York and New Jersey's Office of Capital Projects oversees the World Trade Center's reconstruction project, started after a bomb rocked the building. The project manager uses Primavera Project Planner and the Monte Carlo risk analysis program to assess and structure the efforts of the reconstruction. Projects this size usually require years of planning and management, considering that the final cost will be in the hundreds of millions of dollars. Primavera was chosen for its power, which supports very large products. In addition, the construction trades use Primavera, so that most of the participants are

familiar with its usage. Moreover, 'what if' scenarios are supported with quick and easy to use functions, so that dynamic work schedules can be accomplished using time-scaled, logic-precedence bar charts. The bar charts allow the user to see the effect of time changes on the entire work schedule.

COMPANY NAME: Primavera Systems Inc. (355348)  
SPECIAL FEATURE: Photographs  
DESCRIPTORS: Construction; Project Management; Risk Analysis ;  
Scheduling; IBM PC & Compatibles  
REVISION DATE: 19971230

13/9/26 (Item 12 from file: 256)  
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00045803 DOCUMENT TYPE: Review

PRODUCT NAMES: Texim Project 2.0 (331821)

TITLE: Welcom project manager blends advanced analysis features, GUI  
AUTHOR: Ferranti, Marc  
SOURCE: PC Week, v10 n3 p55(2) Jan 25, 1993  
ISSN: 0740-1604

RECORD TYPE: Review

REVIEW TYPE: Product Analysis

GRADE: Product Analysis, No Rating

Texim Project 2.0 is a Windows project management package, which features high-end analysis tools , as well as an easy to use graphical interface. Users can edit data simply by clicking and dragging on task bars within PERT or Gantt charts. Different graphical views of data can be accessed, such as time-scaled logic drawings, bar charts, S-curves, or network diagrams. Texim also offers risk assessment through statistical procedures, and simulation analysis. These high-end analytical features are usually found in midrange systems; Texim brings these powerful features to low-end systems.

PRICE: \$1295

COMPANY NAME: Welcom Software Technology Corp (WST) (236586)  
DESCRIPTORS: Windows; Project Management; IBM PC & Compatibles; Risk  
Analysis  
REVISION DATE: 20000430  
?

14/5/3 (Item 1 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

01015223 DOCUMENT TYPE: Product

PRODUCT NAME: Project Reporter (015223)

Management Systems Inc (321044)  
PO Box 272323  
Fort Collins, CO 80527 United States  
TELEPHONE: (970) 223-1530

RECORD TYPE: Directory

CONTACT: Sales Department

Project Reporter is a series of project management reports that utilize Micro-mode, Inc. and ACCI **Project Management** and Accounts Receivable **system** files to generate reports. These programs track and report on actual hours and dollars and budgeted hours and dollars for individual projects being used in these systems. These reports are based on phase and phase-task information. Some of the items tracked or calculated are: (1) budgeted hours original and **revised** experience hours to **date**, reported completed to date hours, reported complete to date percentage; (2) reported hours to complete; (3) variance in hours based upon reported and budgeted variance percentage; (4) accumulated levels for a total project; and (5) original hours, revised hours, experience hours, reported hours, percent hours completed, variance hours, variance percentage, original and revised budgeted dollars, experience-to-date dollars and percent complete hours. The system is designed to flag projects that are in trouble based upon their original hours and dollars budgeted and the actual hours and dollars experience to date. The software is designed to aid controllers for multiple project tracking at consulting engineering and general engineering type companies.

DESCRIPTORS: Project Management; Scheduling; Budgeting; Engineering; CAE;  
Project Cost Estimating; Job Accounting

HARDWARE: CP/M; 80286; 80386; IBM PC & Compatibles

OPERATING SYSTEM: MS-DOS

PROGRAM LANGUAGES: BASIC

TYPE OF PRODUCT: Micro

POTENTIAL USERS: Construction

DATE OF RELEASE: 01/84

PRICE: Available upon request

DOCUMENTATION AVAILABLE: User manuals

OTHER REQUIREMENTS: 64K RAM; MicroMode or ACCI general accounting system required

SERVICES AVAILABLE: Custom programming; conversion

REVISION DATE: 990610

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18/5/1 (Item 1 from file: 278)  
DIALOG(R)File 278:Microcomputer Software Guide  
(c) 2000 Reed Elsevier Inc. All rts. reserv.

0005244  
0005244XX STATUS: ACTIVE ENTRY

**TITLE:** SLIM  
**VERSION:** 4.0  
**RELEASE DATE:** 07/1988  
**COMPATIBLE HARDWARE:** IBM PC family and compatibles  
**MICROPROCESSOR TYPE:** Full support at no further charge  
**OPERATING SYSTEM(S) REQUIRED:** Windows 3.1, Windows 95 & Windows NT  
**PRICE INFORMATION:**  
Other Contact publisher for price  
**ANNOTATION:** Management Tool Used for Estimating, Planning & Controlling Large Software Development Projects. Designed to Help Companies Plan Before Project Begins & Avoid Cost Overruns & Schedule Slippages That Come As a Result of Poor Planning & Unreasonable Expectations. Features Extensive Reliability Prediction Function & Built-In Risk Assessment  
**DESCRIPTORS:** PROGRAMMING TOOLS - DEVELOPMENT TOOLS  
**descriptor codes:** 20000200  
**PUBLISHER:** Quantitative Software Management, Incorporated; Quant SW Mgmt (0-926426)

**ADDRESS:** 2000 Corporate Ridge, Suite 900  
McLean, VA 22102  
**TEL.:** 703-790-0055  
**SAN:** 284-1282

18/5/3 (Item 1 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00113104 DOCUMENT TYPE: Review

PRODUCT NAMES: Caliber-RM 1.1 Windows (732583); DOORS 4.0.3 Windows &  
UNIX (732591)

TITLE: Manage Your Project's Requirements

AUTHOR: Feibus, Andy

SOURCE: Information Week, v705 p100(5) Oct 19, 1998

ISSN: 8750-6874

HOMEPAGE: <http://www.informationweek.com>

RECORD TYPE: Review

REVIEW TYPE: Product Comparison

GRADE: Product Comparison, No Rating

Technology Builders' Caliber-RM 1.1 and Doors 4.0.3 from Quality Systems & Software are two project management applications that help application developers avoid the common pitfalls of not accurately tracking project requirements and expectations. Caliber-RM is an object-oriented database that organizes hierarchical project requirements and attributes that can be numbered in order of relevance. Each attribute can be titled by name, owner, and complexity, and project attribute relationships can be tracked using an easy-to-learn traceability window. Doors is more feature-laden than Caliber-RM, offering a wealth of version control features and flexible reporting tools that allow users to view project requirements and suggest changes.

COMPANY NAME: Technology Builders Inc (657581); Quality Systems & Software Inc (QSS) (657573)

SPECIAL FEATURE: Screen Layouts

DESCRIPTORS: Project Management; Program Development Aids; IBM PC & Compatibles; UNIX; IDEs; Software Version Control; Windows

REVISION DATE: 19991130

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DIALOG

9/1/00

File 473:Financial Times Abstracts 1998-2000/Aug 30

(c) 2000 The New York Times

File 474:New York Times Abs 1969-2000/Aug 30

(c) 2000 The New York Times

File 475:Wall Street Journal Abs 1973-2000/Aug 30

(c) 2000 The New York Times

Set	Items	Description
S1	178	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	141240	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	2569	S2 (3N) (DESCRIB??? OR DESCRIPT???? OR IDENTIFI?????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	514	(S2 OR PROGRESS???) (3N) (MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	9	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	2013	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	186	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	1	S1 AND S4
S9	1	S1 AND (PREDICT???? OR PROBABILIT???)
S10	0	S1 AND S6
S11	0	S1 AND S7
S12	2	S1 AND RISK? ?
S13	36	S1 AND S2
S14	1	S1 AND S3
	?	

All considered

8/5/1 (Item 1 from file: 474)  
DIALOG(R) File 474:New York Times Abs  
(c) 2000 The New York Times. All rts. reserv.

05092028 NYT Sequence Number: 062803871230

**NATIONAL TESTING: MANY QUESTIONS**

New York Times, Col. 1, Pg. 8, Sec. 2  
Wednesday December 30 1987

DOCUMENT TYPE: Newspaper; Analysis JOURNAL CODE: NYT LANGUAGE: English  
RECORD TYPE: Abstract

**ABSTRACT:**

News analysis of legislation to set up more systematic national testing of school children; choices by those designated to devise tests arise from bill that would expand testing and evaluation **programs** of National Assessment of Educational **Progress**, Federal **project** to monitor student knowledge of basic subjects (M)

COMPANY NAMES: ASSESSMENT OF EDUCATIONAL PROGESS, NATIONAL  
DESCRIPTORS: EDUCATION AND SCHOOLS; LAW AND LEGISLATION; TESTS AND TESTING ; EDUCATION PAGE (NYT)

PERSONAL NAMES: FISKE, EDWARD B

GEOGRAPHIC NAMES: UNITED STATES; UNITED STATES

?

12/5/1 (Item 1 from file: 474)  
DIALOG(R) File 474: New York Times Abs  
(c) 2000 The New York Times. All rts. reserv.

04316816 NYT Sequence Number: 000000840818

Bonneville Power Administration recommends further delay for two Washington Public Power Supply System nuclear power plants, increasing risk that projects, currently mothballed, may ultimately be killed (S))  
Associated Press

New York Times, Col. 6, Pg. 6, Sec. 4

Tuesday September 25 1984

DOCUMENT TYPE: Newspaper JOURNAL CODE: NYT LANGUAGE: English  
RECORD TYPE: Abstract

COMPANY NAMES: WASHINGTON PUBLIC POWER SUPPLY SYSTEM  
DESCRIPTORS: ATOMIC ENERGY; ELECTRIC LIGHT AND POWER  
GEOGRAPHIC NAMES: WASHINGTON (STATE)

12/5/2 (Item 2 from file: 474)  
DIALOG(R) File 474: New York Times Abs  
(c) 2000 The New York Times. All rts. reserv.

00574996 NYT Sequence Number: 037341751107

4 out of 5 women whose breast cancer were detected through nationwide screening project were found to have early stage of disease with very high chance of being cured, twice the percentage of breast cancer patients who are ordinarily found at time of surgery to have potentially curable cancers. Project aims at determining if organized detection programs can make a dent in breast cancer mortality rate, which has not changed significantly in 4 decades. Natl Cancer Inst and Amer Cancer Soc are sponsoring 27 demonstration centers that use 3 detection methods: manual examination, mammography and thermography. At news conf held by Amer Cancer Soc and Amer Coll of Radiology, drs say they expect screening to lower breast cancer death rate and reduce need for extensive surgery. Dr Robert Hutter says program is identifying many cancers before they are even lumps. Dr H Rodney Withers says low-dose X-ray examination of breast could be expected to result some 15 or more yrs later in at most 20 cases of cancer per 1-million women screened each yr. Estimates that 2,500 of 1-million women screened will have early curable cancer, giving 'benefit-to-risk ratio of 125-to-1. Dr Benjamin F Byrd, cancer soc pres, comments (M).)

BRODY, JANE E

New York Times, Col. 4, Pg. 34

Friday November 7 1975

DOCUMENT TYPE: Newspaper JOURNAL CODE: NYT LANGUAGE: English  
RECORD TYPE: Abstract

COMPANY NAMES: CANCER INSTITUTE, NATIONAL; CANCER SOCIETY, AMERICAN;  
HEALTH, NATIONAL INSTITUTES OF; RADIOLOGY, AMERICAN COLLEGE OF  
DESCRIPTORS: BREAST; CANCER; MAMMOGRAPHY; THERMOGRAPHY; WOMEN  
PERSONAL NAMES: BRODY, JANE E; BYRD, BENJAMIN F JR (DR); HUTTER, ROBERT  
(DR); WITHERS, H RODNEY (DR)

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DIALOG

9/1/00

File 278:Microcomputer Software Guide 2000/Aug

(c) 2000 Reed Elsevier Inc.

File 634:San Jose Mercury Jun 1985-2000/Aug 30

(c) 2000 San Jose Mercury News

File 256:SoftBase:Reviews,Companies&Prods. 85-2000/Jul

(c)2000 Info.Sources Inc

Set	Items	Description
S1	1564	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	237228	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	2781	S2(3N) (DESCRIB??? OR DESCRIPT??? OR IDENTIFI?????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI??? OR CATEGOR??? OR CONCEPT? ?)
S4	2938	(S2 OR PROGRESS???) (3N) (MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	20	S4(S) (PREDICT???? OR PROBABILIT???)
S6	6230	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	578	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	17	S1 AND S3
S9	13	RD (unique items)
S10	82	S1 AND S4
S11	2	S1 AND S5
S12	37	S1 AND S6
S13	26	RD (unique items)
S14	3	S1 AND S7
S15	23	S1 AND EXPECTATIONS
S16	772	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???) (3N) EXPECTATION? ?
S17	1	S1 AND S16
S18	3	S1(S) EXPECTATION? ?
?		

all considered

9/TI/1 (Item 1 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**TECH WRITERS SOUND OFF ABOUT BAD MANUALS**

9/TI/2 (Item 2 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**WHO'S THE BOSS? IT'S UP TO YOU -- NOT YOUR TECHNOLOGY -- TO SHAPE WHAT YOU DO**

9/TI/3 (Item 3 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**ELECTRONIC OUTLINES DO MORE THAN DIAGRAM OUT OF THE CHAOS, IDEAS TAKE FOCUS**

9/TI/4 (Item 4 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**APPLE'S MACPROJECT MAKES SCHEDULING EASY**

9/TI/5 (Item 5 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**PROJECT MANAGEMENT: SOFTWARE SAVES TIME, MONEY**

9/TI/6 (Item 1 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Professional Services Automation: The Next Generation of Project...**

9/TI/7 (Item 2 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Smooth sailing toward DB2 update**

9/TI/8 (Item 3 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Shoes for the Shoemaker's Children: Software developers are often...**

9/TI/9 (Item 4 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Everything you need to run your business**

9/TI/10 (Item 5 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: The Politics of Reuse**

9/TI/11 (Item 6 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Groupware for the Rest of Us**

**9/TI/12 (Item 7 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: ManagePro 3.0 project manager takes the work out of teamwork**

**9/TI/13 (Item 8 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Management by Software?**  
?

9/5/11 (Item 6 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00083635 DOCUMENT TYPE: Review

PRODUCT NAMES: GroupWorks 1.0 (551287)

TITLE: Groupware for the Rest of Us

AUTHOR: Aden, David

SOURCE: PC World, v13 n10 p114(2) Oct 1995

ISSN: 0737-8939

HOMEPAGE: http://www.pcworld.com

RECORD TYPE: Review

REVIEW TYPE: Product Analysis

GRADE: Product Analysis, No Rating

GroupWorks 1.0 from HyperDesk is a groupware application that allows ad hoc teams to share and track project tasks, contacts, and meetings. A manager creates a project, assigns the targets to the appropriate team members, and asks each to fill in the necessary details; managers can then track the target completions in the software. The program defines each project through four elements: Overview, allowing users to assign the project name, description , and team members; Activities , allowing managers to create due dates and priority; Discussion, allowing online discussions over the network; and Contacts, helping users keep track of the status of the project.

PRICE: \$299

COMPANY NAME: FTP NetManage (421022)

SPECIAL FEATURE: Screen Layouts

DESCRIPTORS: Groupware; Project Management ; Network Software ; Computer Conferencing; Employee Supervision; IBM PC & Compatibles

REVISION DATE: 19990630

9/5/12 (Item 7 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00078077 DOCUMENT TYPE: Review

PRODUCT NAMES: ManagePro 3.0 Windows (384879)

TITLE: ManagePro 3.0 project manager takes the work out of teamwork

AUTHOR: Rapoza, Jim

SOURCE: PC Week, v12 n19 p74(2) May 15, 1995

ISSN: 0740-1604

RECORD TYPE: Review

REVIEW TYPE: Review

GRADE: A

Avantos Performance Systems' ManagePro 3.0 for Windows, a **project management** package with particularly strong support for personnel management, gets a thumbs up for new features, including MultiLink networking. MultiLink allows managers to share project data and to assign employee and other resources. Users can also add budget and cost information for projects, work with enhanced reporting features, and use improved calendars. Planning with ManagePro is easy, using goal-oriented functions and hierarchical task lists. Double-clicking a task opens a comprehensive form for the **task description**, workers assigned, and priority level. More advanced tools for process development, like those of SuperProject or Primavera **Project Planner** are not provided. **Management tools**, ease of use and learning, workgroup functions, and installation are all rated good to excellent.

PRICE: \$279

COMPANY NAME: Avantos Performance Systems (532169)

SPECIAL FEATURE: Tables Screen Layouts

DESCRIPTORS: Project Management; Windows; IBM PC & Compatibles; Budgeting; Business Planning

REVISION DATE: 19980530

11/5/1 (Item 1 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00088107 DOCUMENT TYPE: Review

PRODUCT NAMES: -CA-SuperProject 4.0 -(407658); SureTrak Project Manager 1.5  
(558761)

**TITLE:** Predictable Project Results

AUTHOR: Hackman, George

SOURCE: PC/Computing, v9 n2 p100(1) Feb 1996

ISSN: 0899-1847

HOMEPAGE: <http://www.pccomputing.com>

RECORD TYPE: Review

REVIEW TYPE: Review

GRADE: A

Two desktop project management products, Computer Associates International's CA-SuperProject 4.0 and Primavera **Systems** ' SureTrak **Project Manager** 1.5, are reviewed. SureTrak, recommended for smaller projects, is rated very good for its full-functioned, easy-to-use design. SureTrak is powerful and versatile with high end scheduling and tracking features, such as material resource handling, multiproject coordination, and e-mail update. CA-SuperProject, rated good, is for large enterprise projects and can handle 16,000 tasks in one project. It coordinates more than one project and links **tasks** over disparate projects. **Tracking** functions include PERT **probability** analysis, hammock tasks, and versatile overtime modeling. New features include bubble help for toolbars and fields, 99 undo levels, and interface improvements.

COMPANY NAME: Computer Associates International Inc (081957); Primavera Systems Inc (355348)

SPECIAL FEATURE: Screen Layouts Charts

DESCRIPTORS: Project Management; Scheduling; IBM PC & Compatibles

REVISION DATE: 19960630

11/5/2 (Item 2 from file: 256)  
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00061185 DOCUMENT TYPE: Review

PRODUCT NAMES: MAIN/TRACKER (003960)

TITLE: Manufacturers, Others Discover Maintenance Management Software

AUTHOR: Conning, Sue

SOURCE: Systems 3X/400 Management, v22 n2 p82(3) Feb 1994

ISSN: 1070-6097

RECORD TYPE: Review

REVIEW TYPE: Product Analysis

GRADE: Product Analysis, No Rating

Maintenance management software is a new type of application that can keep a history of machine downtime and repairs, track spare parts, and calculate system performance. Some systems may also project costs, automatically schedule downtime, and automate approval routing. A major goal of these types of systems is to provide predictive and preventive maintenance. One company uses SS/Elke's MAIN/TRACKER software to organize maintenance activities, and track inventory for its fourteen buildings. MAIN/TRACKER is ideal for preventive maintenance, which is much more cost-effective than corrective maintenance in the long run. It keeps a record of who worked where, how long it took, and what materials were used.

COMPANY NAME: System Software Associates Inc (241032)

SPECIAL FEATURE: Buyers Guides

DESCRIPTORS: Maintenance Management; Equipment Maintenance; IBM AS/400;

Parts Ordering; Manufacturing

REVISION DATE: 19980530

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13/TI/1 (Item 1 from file: 278)  
DIALOG(R)File 278:(c) 2000 Reed Elsevier Inc. All rts. reserv.

TITLE: MoNA Toolkit

13/TI/2 (Item 2 from file: 278)  
DIALOG(R)File 278:(c) 2000 Reed Elsevier Inc. All rts. reserv.

TITLE: PLAN Tactician

13/TI/3 (Item 3 from file: 278)  
DIALOG(R)File 278:(c) 2000 Reed Elsevier Inc. All rts. reserv.

TITLE: Destiny

13/TI/4 (Item 4 from file: 278)  
DIALOG(R)File 278:(c) 2000 Reed Elsevier Inc. All rts. reserv.

TITLE: RATE

13/TI/5 (Item 5 from file: 278)  
DIALOG(R)File 278:(c) 2000 Reed Elsevier Inc. All rts. reserv.

TITLE: SLIM

13/TI/6 (Item 1 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

CONSTRUCTION INDUSTRY IS BUILDING A WEB PRESENCE

13/TI/7 (Item 2 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

DISPLACED AND ANGRY HIGH-TECH WORKER WHO LOST JOB TO NON-AMERICAN CONTRACT  
EMPLOYEE SPEAKS OUT

13/TI/8 (Item 3 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

JUSTICE SYSTEM FACES AUDIT AIM IS TO MAKE IT COST-EFFECTIVE

13/TI/9 (Item 4 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

GILROY TO VOTE ON DRAIN FEE MEASURE I: SOME ARE UPSET THE COUNCIL OK'D THE  
CHARGE. SIX OTHER MEASURES ALSO ARE ON TUESDAY'S BALLOT.

13/TI/10 (Item 5 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

SCHOOLS DRAFT BETTER PICTURE OF WHAT STUDENTS KNOW

13/TI/11 (Item 6 from file: 634)  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

PROJECT GOES BEYOND THE GRADE ALTERNATIVE TRANSCRIPTS USE MORE THAN LETTERS

**TO EVALUATE STUDENTS**

**13/TI/12 (Item 7 from file: 634)**  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**HOW DMV SKIRTED CONTRACT BIDDING RULES STATE AUDITORS ARE TO REPORT THIS WEEK ON AN UNUSUAL CONSULTING PACT THAT WAS PART OF A FAILED \$44 MILLION COMPUTER PROJECT.**

**13/TI/13 (Item 8 from file: 634)**  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**RENOVATED COURTHOUSE GETS A DAPPER LOOK**

**13/TI/14 (Item 9 from file: 634)**  
DIALOG(R)File 634:(c) 2000 San Jose Mercury News. All rts. reserv.

**MANAGEPRO MIGHT BE THE KEY TO EXECUTIVE SUITE**

**13/TI/15 (Item 1 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Free Agent: Trolling for Information: Want to compete with the big...**

**13/TI/16 (Item 2 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: A Manager's Guide to the Year 2000**

**13/TI/17 (Item 3 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: How Software Estimation Tools Work**

**13/TI/18 (Item 4 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: When is Project Management Like Driving To New York City?**

**13/TI/19 (Item 5 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: An Information Architecture for Risk Assessment and Management**

**13/TI/20 (Item 6 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: IS managers need to start tackling date headache**

**13/TI/21 (Item 7 from file: 256)**  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Open Plan Professional delivers planning power**

13/TI/22 (Item 8 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Low-Cost Software Can Undermine PM Practices**

13/TI/23 (Item 9 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Radar 4.0/Keep Your AppleTalk Network in Hand with Sonic Systems'...**

13/TI/24 (Item 10 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Change Management Eases Complex Projects**

13/TI/25 (Item 11 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Helping to repair the Twin Towers**

13/TI/26 (Item 12 from file: 256)  
DIALOG(R)File 256:(c)2000 Info.Sources Inc. All rts. reserv.

**TITLE: Welcom project manager blends advanced analysis features, GUI?**

13/5/5 (Item 5 from file: 278)  
DIALOG(R)File 278:Microcomputer Software Guide  
(c) 2000 Reed Elsevier Inc. All rts. reserv.

0005244  
0005244XX STATUS: ACTIVE ENTRY

**TITLE: SLIM**

VERSION: 4.0

RELEASE DATE: 07/1988

COMPATIBLE HARDWARE: IBM PC family and compatibles

MICROPROCESSOR TYPE: Full support at no further charge

OPERATING SYSTEM(S) REQUIRED: Windows 3.1, Windows 95 & Windows NT

PRICE INFORMATION:

Other Contact publisher for price

ANNOTATION: Management Tool Used for Estimating, Planning & Controlling Large Software Development Projects. Designed to Help Companies Plan Before Project Begins & Avoid Cost Overruns & Schedule Slippages That Come As a Result of Poor Planning & Unreasonable Expectations. Features Extensive Reliability Prediction Function & Built-In Risk Assessment

DESCRIPTORS: PROGRAMMING TOOLS - DEVELOPMENT TOOLS

descriptor codes: 20000200

PUBLISHER: Quantitative Software Management, Incorporated; Quant SW Mgmt (0-926426)

ADDRESS: 2000 Corporate Ridge, Suite 900

McLean, VA 22102

TEL.: 703-790-0055

SAN: 284-1282

?

13/9/14 (Item 9 from file: 634)  
DIALOG(R) File 634: San Jose Mercury  
(c) 2000 San Jose Mercury News. All rts. reserv.

07207172

**MANAGEPRO MIGHT BE THE KEY TO EXECUTIVE SUITE**

San Jose Mercury News (SJ) -- Sunday, July 25, 1993  
By: JAMES COATES, Chicago Tribune  
Edition: Morning Final Section: Computing Page: 7F  
Word Count: 796

MEMO:

Chicago Tribune computer writer James Coates can be reached on the Internet at jcoates1(at)aol.com.

**SETTING THE RECORD STRAIGHT (publ. 8/1/93, pg. 2F)**

The Internet address listed for Chicago Tribune computer writer James Coates in last Sunday's Computing section was misleading. Coates can be reached on the Internet at jcoates1@aol.com.

TEXT:

Chicago - This column needs a warning posted right at the top.

After joining the Chicago Tribune 26 years ago as a young newspaper writer, the author has clawed his way through the corporate ranks: Today he is an old newspaper writer.

Clearly I am not the best source of advice for rising to the top of the corporate food chain.

But I might have been much higher up the pecking order today if Norm Wu, president of Avantos Performance Systems Inc., had been around with his ManagePro software package back in my salad days of bell-bottom pants and paisley neckties.

You might call ManagePro "Boss in a Box." It is intended, quite frankly, to help bosses manipulate their foot soldiers into getting results and thus make those bosses look good to their bosses.

"A typical user," said Wu, "will be in an executive position with 25 or fewer people who are direct reports."

In the world of ManagePro, humans are organized into two categories -- managers (the folks who get to use the software) and "direct reports" (the people the software manipulates like pieces on a game board).

Wu explained, "It really doesn't matter how high or how low you are on the organization chart; nobody can handle many more than 25 direct reports. Even a CEO can't deal with more than 25 or so people like that."

The program combines features of project-management software and of the personal information manager, or PIM, programs that many computer owners use to keep appointment calendars, to-do lists and so on.

The project-management part of ManagePro tracks the big picture by continually updating timelines and assignment lists, displaying deadlines and the group's progress in graphics.

Simultaneously, the PIM modules keep running files on each person deemed a "direct report" on the project being tracked. The PIM chronicles the employee's successes, failures, discipline problems and such.

As each reading is taken on progress, the boss gets advice about what to do next. The advice comes in windows that pop up on-screen and are based on the theories of efficiency experts.

Specifically, Wu has drawn on the management techniques of two IBM-affiliated personnel experts, William Benson and Edward Kappus, who operate a consulting company called Management Strategies International.

Benson and Kappus' book, "Managing People: Your Competitive Edge in the 1990s," is included with the software. Much of the text from the book is printed in the numerous help screens that come up while operating ManagePro.

You might keep a running file on a guy named "Dick," for example, and use the computer to make sure that he meets all deadlines. The computer then will determine whether his work is sufficient to keep the whole team on track toward the goal at hand.

If Dick misses a deadline, or comes in late with a whiff of the bubbly on his breath, you can note the event in his file. You will thus produce a record of each infraction that can be printed out when the time comes for a salary review or worse.

In each case the program will give you advice from Benson and Kappus on how to handle whatever problem surfaces. Tips are given on handling everything from workers with acute drug problems to how to stage an employee-recognition lunch.

The program operates under Microsoft Windows and has a suggested retail price of \$395. The Emeryville company's spokeswoman said a Macintosh version will be available in September.

Wu sees great potential profits for ManagePro in the current wave of downsizing in corporate America. Cost-conscious companies tend to drop things like sending newly promoted folks to management training seminars, where they used to learn the techniques that the software supplies via machine.

Sitting on a stool in front of a 486SX-25 clone, Wu gave a quick test drive. He brandished a sophisticated system in which icons representing each employee and each task are color-coded.

For example, as Dick's performance begins to slip, his icon might start out green, then change to yellow and finally turn red. **Managers** thus can spot **problems** before they become crises and nip trouble in the bud, said Wu, himself a former management consultant for Bain & Co. in Boston.

He explained that he produced ManagePro in an effort to make available to smaller companies and to individual managers the sort of advice that Bain & Co. gave to corporate clients who hired the consultants to train newly promoted managers.

DESCRIPTORS: MANAGEMENT; COMPUTER; SOFTWARE

13/9/17 (Item 3 from file: 256)  
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.  
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00111023 DOCUMENT TYPE: Review

PRODUCT NAMES: SPQR/20 (719048); Checkpoint (487601); KnowledgePLAN (676527); SLIM (644617)

TITLE: How Software Estimation Tools Work

AUTHOR: Jones, Capers

SOURCE: Application Development Trends, v5 n7 p43(4) Jul 1998

ISSN: 1073-9564

Homepage: <http://www.spgnet.com>

RECORD TYPE: Review

REVIEW TYPE: Product Analysis  
GRADE: Product Analysis, No Rating

Software Productivity Research's SPQR/20, Checkpoint, and KnowledgePLAN, and Quantitative Software Management's SLIM are highlighted in a discussion of the ways in which software estimation tools operate. The important characteristics of software estimation tools are described, and the difference between macro and estimation is explained. Macro estimation describes complete projects in terms of relative amounts of effort and scheduling provided for each phase; micro estimation deals with particular activities separately. The three basic equations of software estimation are also discussed; they are assignment scopes, production rates, and schedules. The major features of commercial software estimation tools include the following attributes: sizing logic for specifications, source code, and test cases; phase-level, activity level, and task-level estimation; support for function point metrics and older lines of code (LOC) metrics; support for specialized metrics, including object-oriented metrics; support for backfiring or conversion between LOC and function points; and quality and reliability estimation, along with cost and schedule estimation. More advanced functions include quality/reliability estimation; **risk /value analysis**; measurement modes for collection of historical data; cost/time to finish estimates that mix historical data with projected data; support for software process; and statistical analysis of multiple projects and portfolio analysis. Other topics covered include the history of the commercial software estimation industry.

COMPANY NAME: Software Productivity Research Inc (576824); Quantitative Software Management Inc (QSM) (550981)

SPECIAL FEATURE: Charts

DESCRIPTORS: Project Cost Estimating; Software Cost Estimating; Program Development Aids; Software Testing; Scheduling; Language Processors; Project Management; IDEs

REVISION DATE: 19990830

13/9/18 (Item 4 from file: 256)  
DIALOG(R) File 256:SoftBase:Reviews,Companies&Prods.  
(c)2000 Info.Sources Inc. All rts. reserv.

00106515 DOCUMENT TYPE: Review

PRODUCT NAMES: CA-SuperProject/Net 1.0 (689114); CA-SuperProject 4.0 (407658); PLATINUM Paradigm Plus (601446); PLATINUM CCC/Harvest (480207); PLATINUM Process Continuum (644323)

TITLE: When is Project Management Like Driving To New York City?

AUTHOR: Frye, Colleen

SOURCE: Application Development Trends, v4 n12 p43(7) Dec 1997

ISSN: 1073-9564

HOMEPAGE: <http://www.spgnet.com>

RECORD TYPE: Review

REVIEW TYPE: Product Analysis

GRADE: Product Analysis, No Rating

Computer Associates International's CA-SuperProject/Net 1.0 and SuperProject 4.0 and PLATINUM technology's PLATINUM Paradigm Plus, PLATINUM CCC/Harvest, and PLATINUM Process Continuum are products highlighted in a discussion of the challenges of **project management**. **Software project management** depends entirely on speed, rather than distance, says an expert in software measurement and economics. The IT manager must monitor progress and know when to speed up or slow down activities, but too often the project management products used are tracking the wrong markers. This could be the reason that, according to a study on project failures and successes, the average duration of overrun for a software development project was determined to be 222 percent, and the average cost overrun was

189 percent of the initial cost estimate. Managers must learn to **manage risk**, say this and other experts, and tools should be flexible enough to easily manage changes in the project's progress. Some in the industry describe supporting tools as a migration toward an application development or delivery infrastructure. One tool that performs as the infrastructure so that other tools can communicate, says an analyst, can substantially enhance successful project tracking. SuperProject/Net 1.0 and SuperProject 4.0 attempt to include more of the organization in project management by including a Web browser interface, while PLATINUM's modules are integrated to create an infrastructure solution.

COMPANY NAME: Computer Associates International Inc (081957)

SPECIAL FEATURE: Graphs Buyers Guides

DESCRIPTORS: Project Management ; Network Software ; Groupware;

Project Cost Estimating

REVISION DATE: 19990630

**13/9/19 (Item 5 from file: 256)**

DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.

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00103513 DOCUMENT TYPE: Review

PRODUCT NAMES: RAMP (672211)

TITLE: An Information Architecture for Risk Assessment and Management

AUTHOR: Garvey, Paul Phair, Douglas J Wilson, John A

SOURCE: IEEE Software, v14 n3 p25(10) May/Jun 1997

ISSN: 0740-7459

HOMEPAGE: <http://computer.org/software>

RECORD TYPE: Review

REVIEW TYPE: Product Analysis

GRADE: Product Analysis, No Rating

Mitre Corporation created RAMP (**Risk Assessment & Management Program**), a **risk** management information system, to allow managers to leverage experience gained from other projects. Modern systems have grown increasingly complex and expensive, and a program manager's ability to **manage risk** has become more difficult. This complexity makes it easy to repeat past mistakes. Ideally, managers should be able to access a centralized resource of knowledge to avoid making these mistakes.

According to the authors, who are Mitre employees, RAMP lets authorized users gain access to various risk mitigation experiences from locations anywhere in the world. RAMP holds a database of project risks and mitigation strategies, and several links to risk-relevant resources and Web contacts. The integrated system lets users browse and query the information resources, query experts via e-mail, examine risk information templates, and create custom portfolios of similar projects. Running on Mitre's intranet, the RAMP home page connects to all of the major RAMP areas. The RiskCheck! application gives users intelligent risk suggestions, helping users find projects similar to their own and examine the risks that these projects faced. This works by first allowing the user to input the attributes of the technologies being used on the current project. The utility then uses a matching algorithm to find projects that are similar, and identifies potential risk areas.

COMPANY NAME: MITRE Corp (605158)

SPECIAL FEATURE: Charts Screen Layouts

DESCRIPTORS: Risk Analysis ; EIS (Executive Information Systems);

Decision Support Systems ; Project Management

REVISION DATE: 19991030

**13/9/21 (Item 7 from file: 256)**

09/334, 256

DIALOG

9/1/00

File 77:Conference Papers Index 1973-2000/Jul  
(c) 2000 Cambridge Sci Abs  
File 35:Dissertation Abstracts Online 1861-2000/Jul  
(c) 2000 UMI  
File 583:Gale Group Globalbase(TM) 1986-2000/Aug 30  
(c) 2000 The Gale Group  
File 2:INSPEC 1969-2000/Aug W4  
(c) 2000 Institution of Electrical Engineers  
File 65:Inside Conferences 1993-2000/Aug W4  
(c) 2000 BLDSC all rts. reserv.  
File 233:Internet & Personal Comp. Abs. 1981-2000/Aug  
(c) 2000 Info. Today Inc.  
File 99:Wilson Appl. Sci & Tech Abs 1983-2000/Jul  
(c) 2000 The HW Wilson Co.

Set	Items	Description
S1	11705	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	972021	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	20533	S2 (3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI?????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	14596	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	941	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	199632	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTATION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	936	(MODIF?? OR CHANGE? ? OR REVIS? OR ALTER?? OR REDEFINE? -?) (5N) (DATE)
S8	113	S4 (5N) DYNAMIC????
S9	④	S1 AND S8
S10	⑥	S1 AND CHURN
S11	2781	EXPECTATION? ?(5N)RESULT? ?
S12	4	S1 AND S11
S13	5469	(SUMMARI???? OR PREDICT????) (3N) (PROBLEM? ? OR INEFFICIENC-???)
S14	8	S1 AND S13
S15	⑧	RD (unique items)
S16	14	S1 AND S5
S17	13	RD (unique items)
S18	13	S17 NOT S15
S19	0	S4 (S) (TARGET(W)DATE)
S20	1	S4 (S) (END? ?(3N)DATE)
?		

all considered

9/5/3 (Item 3 from file: 2)

DIALOG(R) File 2:INSPEC

(c) 2000 Institution of Electrical Engineers. All rts. reserv.

04368471 INSPEC Abstract Number: C9304-0310F-020

**Title: Software process modeling support for management planning and control**

Author(s): Kellner, M.I.

Author Affiliation: Software Eng. Inst., Carnegie Mellon Univ., Pittsburgh, PA, USA

Conference Title: Proceedings. First International Conference on the Software Process. Manufacturing Complex Systems (Cat. No.91TH0418-4) p. 8-28

Editor(s): Dowson, M.

Publisher: IEEE Comput. Soc. Press, Los Alamitos, CA, USA

Publication Date: 1991 Country of Publication: USA viii+234 pp.

ISBN: 0 8186 2490 6

U.S. Copyright Clearance Center Code: 0 8186 2490 6/91/0000/0008\$01.00

Conference Sponsor: Rocky Mountain Inst. Software Eng.; IEEE; ACM; British Comput. Soc.; IEE; Software Eng. Assoc. Japan

Conference Date: 21-26 Oct. 1991 Conference Location: Redondo Beach, CA, USA

Language: English Document Type: Conference Paper (PA)

Treatment: Practical (P)

Abstract: This paper demonstrates the application of a specific **software** process modeling approach to certain key managerial **activities** : ex ante **planning** , **monitoring** and recording **progress** , and **dynamic** replanning. A realistic example process, with assumed task durations and outcomes, forms the foundation for the illustrations. Automated, quantitative simulations are used to derive schedules, required work effort, and required staffing profiles. Cases of both point estimates (deterministic modeling) and uncertain estimates (stochastic modeling) are discussed, and resource constraints are also considered. This modeling approach is shown to offer distinct advantages over traditional project management approaches such as the critical path method and PERT. (24 Refs)

Descriptors: project management; project support environments

Identifiers: software process modelling support; management planning and control; monitoring; dynamic replanning; quantitative simulations; stochastic modeling

Class Codes: C0310F (Software development management); C6110B (Software engineering techniques)

15/TI/1 (Item 1 from file: 583)  
DIALOG(R)File 583:(c) 2000 The Gale Group. All rts. reserv.

EU tax plans under attack  
EUROPE: PROBLEMS PREDICTED FOR TAX UNIFICATION

15/TI/2 (Item 1 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Neurofuzzy systems applied to tool life prediction for single point cutting tools

15/TI/3 (Item 2 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Possibilities of using Java in the real-time systems development

15/TI/4 (Item 3 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Metrics for database systems: an empirical study

15/TI/5 (Item 4 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Comparison of conventional approaches and soft-computing approaches for software quality prediction

15/TI/6 (Item 5 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Managing system integration projects by using formal languages

15/TI/7 (Item 6 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Evaluation of software dependability based on stability test data

15/TI/8 (Item 7 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: How project management software improves network implementation?

15/5/5 (Item 4 from file: 2)

DIALOG(R) File 2:INSPEC

(c) 2000 Institution of Electrical Engineers. All rts. reserv.

5753357 INSPEC Abstract Number: C9712-6110B-086

**Title: Comparison of conventional approaches and soft-computing approaches for software quality prediction**

Author(s): Baisch, E.; Liedtke, T.

Author Affiliation: Alcatel Telecom, Stuttgart, Germany

Conference Title: 1997 IEEE International Conference on Systems, Man, and Cybernetics. Computational Cybernetics and Simulation (Cat. No.97CH36088-5)

Part vol.2 p.1045-9 vol.2

Publisher: IEEE, New York, NY, USA

Publication Date: 1997 Country of Publication: USA 5 vol. 4535 pp.

ISBN: 0 7803 4053 1 Material Identity Number: XX97-02538

U.S. Copyright Clearance Center Code: 0 7803 4053 1/97/\$10.00

Conference Title: 1997 IEEE International Conference on Systems, Man, and Cybernetics. Computational Cybernetics and Simulation

Conference Sponsor: Syst., Man, & Cybernetics Soc. IEEE

Conference Date: 12-15 Oct. 1997 Conference Location: Orlando, FL, USA

Language: English Document Type: Conference Paper (PA)

Treatment: Practical (P)

Abstract: Managing software development and maintenance projects requires early knowledge about quality and effort needed for achieving a necessary quality level. Quality prediction models can identify outlying software components that might cause potential quality problems. Quality prediction is based on experience with similar predecessor projects constructing a relationship between the output-usually the number of errors-and some kind of input-here we use complexity metrics-to the quality of a software development project. Two approaches are presented to build quality prediction models: multilinear discriminant analysis as one example for conventional approaches and fuzzy expert-systems generated by genetic algorithms. Using the capability of genetic algorithms, the fuzzy rules can be automatically generated from example data to reduce the cost and improve the accuracy. The generated quality model-with respect to changes-provides both quality of fit (according to past data) and predictive accuracy (according to ongoing projects). The comparison of the approaches gives an answer on the effectiveness and the efficiency of a soft-computing approach. (4 Refs)

Descriptors: expert systems; fuzzy set theory; genetic algorithms; software development management; software maintenance; software quality; statistical analysis

Identifiers: conventional approaches; soft-computing approaches; software quality prediction; software development; maintenance projects; complexity metrics; multilinear discriminant analysis; fuzzy expert systems; genetic algorithms

Class Codes: C6110B (Software engineering techniques); C1180 (Optimisation techniques); C0310F (Software development management); C1140Z (Other topics in statistics); C1160 (Combinatorial mathematics); C6170 (Expert systems)

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15/5/8 (Item 7 from file: 2)

DIALOG(R) File 2:INSPEC

(c) 2000 Institution of Electrical Engineers. All rts. reserv.

03278578 INSPEC Abstract Number: B89004188, C89004778

Title: How project management software improves network implementation

Author(s): Forsdick, B.

Author Affiliation: Hoskyns Group plc, London, UK

Conference Title: Network Management. Proceedings of the International Conference p.51-7

Publisher: Blenheim Online, Pinner, UK

Publication Date: 1988 Country of Publication: UK x+333 pp.

ISBN: 0 86353 140 7

Conference Date: June 1988 Conference Location: London, UK

Language: English Document Type: Conference Paper (PA)

Treatment: General, Review (G)

Abstract: Implementing networks involves managing many interdependent tasks undertaken by a variety of people, usually to a tight timetable and with limited resources-the classic project management problem. The author discusses how the responsibilities of the project manager include planning the project and considering alternatives; documenting plans; identifying the key issues; responding to changes priorities to keep the plan up to date and realistic. But his real job is to manage the installation. With good project management software , the vast majority of planning , measurement, reporting and replanning is done quickly on his PC, freeing his time to manage the really key issues, and control the quality; and he will do so in good time because his project managing software is helping him to predict the likely schedule problems . In short he will be visibly in control of his project. (0 Refs)

Descriptors: management; telecommunication networks

Identifiers: installation management; quality control; scheduling; project management software ; network implementation; interdependent tasks; planning; documenting plans; measurement; reporting; replanning

Class Codes: B6210 (Telecommunication applications); B0140 (Administration and management); C7410F (Communications)

?

17/TI/1 (Item 1 from file: 35)  
DIALOG(R)File 35:(c) 2000 UMI. All rts. reserv.

DROPPING OUT OF TREATMENT AMONG THE HOMELESS (SUBSTANCE ABUSE)

17/TI/2 (Item 2 from file: 35)  
DIALOG(R)File 35:(c) 2000 UMI. All rts. reserv.

VAPOR-LIQUID EQUILIBRIUM OF HIGHLY NON-IDEAL, AQUEOUS-ORGANIC SYSTEMS AND A COMPUTER MODEL FOR MASS TRANSPORT IN GRAVITY FLOW NETWORKS (WASTEWATER)

17/TI/3 (Item 3 from file: 35)  
DIALOG(R)File 35:(c) 2000 UMI. All rts. reserv.

COMPUTERIZED LIFE CYCLE ADVISING, MONITORING, AND PREDICTING (CLAMP)  
(SOFTWARE ENGINEERING, RULE-BASED SYSTEM, UNIX)

17/TI/4 (Item 4 from file: 35)  
DIALOG(R)File 35:(c) 2000 UMI. All rts. reserv.

THE MANAGERIAL BEHAVIOR OF HIGH SCHOOL PRINCIPALS

17/TI/5 (Item 1 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Optimising maintenance functions by ensuring effective management of your computerised maintenance management system

17/TI/6 (Item 2 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Qualitative and quantitative reliability assessment

17/TI/7 (Item 3 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: The need for a cooperative model: the Adele/Tempo experience

17/TI/8 (Item 4 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: Intelligent agents for network management

17/TI/9 (Item 5 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

Title: PIMS: an integrated environment for supporting project managers

17/TI/10 (Item 6 from file: 2)  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts. reserv.

**Title:** Managing software **development** projects

**17/TI/11 (Item 7 from file: 2)**  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts.  
reserv.

**Title: Data management system for predictive maintenance programs**

**17/TI/12 (Item 8 from file: 2)**  
DIALOG(R)File 2:(c) 2000 Institution of Electrical Engineers. All rts.  
reserv.

**Title: Management techniques to control software development**

**17/TI/13 (Item 1 from file: 233)**  
DIALOG(R)File 233:(c) 2000 Info. Today Inc. All rts. reserv.

**Midpriced with many features**

18/5/10 (Item 6 from file: 2)  
DIALOG(R) File 2:INSPEC  
(c) 2000 Institution of Electrical Engineers. All rts. reserv.

03625187 INSPEC Abstract Number: C90031213

**Title:** Managing software development projects  
**Author(s):** Blaney, J.  
**Author Affiliation:** Project Software & Dev. Inc., Cambridge, MA, USA  
**Conference Title:** Proceedings of the 1989 PMI Annual Seminar/Symposium.  
**Project Management.** The International Language p.410-17  
**Publisher:** Project Manage. Inst, Drexel Hill, PA, USA  
**Publication Date:** 1989 **Country of Publication:** USA xxvii+745 pp.  
**Conference Date:** 7-11 Oct. 1989 **Conference Location:** Atlanta, GA, USA  
**Language:** English **Document Type:** Conference Paper (PA)  
**Treatment:** Practical (P)

**Abstract:** There are some specific issues that the **project manager** in the **software** development industry must be aware of. A methodology, whether formal or informal, must be used to identify the tasks that make up the project. When estimating the duration of an activity, it is much easier to obtain three durations from a technical manager than it is to obtain one. Contingency factors based upon the type of **activity** and the **track** record of the manager providing the estimate must be added to the duration. As the project moves forward, it is important to **monitor** and control its **progress**. Keeping especially tight control of the final integration and testing phase is critical to bringing the **project** in on time. **Project management** **software** that supports probabilistic risk analysis must be used to **predict** a realistic project completion date. Technical managers look at the schedule from a different perspective than traditional planners or schedulers do. To be effective and gain technical manager support, reports must be generated in a format technical managers understand. (7 Refs)

**Descriptors:** DP management; project engineering; software engineering  
**Identifiers:** project management; task identification methodology; activity duration estimation; contingency factors; project monitoring; report format; software development projects; technical manager; integration; testing phase; probabilistic risk analysis; project completion date; schedule

**Class Codes:** C0310F (Software development management)

18/5/13 (Item 1 from file: 233)  
DIALOG(R) File 233:Internet & Personal Comp. Abs.  
(c) 2000 Info. Today Inc. All rts. reserv.

00206900 89PK12-222

**Midpriced with many features**

Van Name, Mark L; Catchings, Bill; Erickson, Michelle; Harty, Paul  
PC WEEK , December 18, 1989 , v6 n50 p33, 36, 2 Pages

ISSN: 0740-1604

Languages: English

Document Type: Software Review

Grade (of Product Reviewed): B

Geographic Location: United States

Presents a favorable review of **Task Monitor -PC** v5.1 (\$1,190 including \$295 resources option), a PC **project management** package from **Monitor Software** of Los Altos, CA (800). Says it can handle an unlimited number of activities per project and an unlimited number of subprojects; allows users to share resources across projects; employs risk-analysis techniques to assess the **probability** that a project will be completed on schedule; can import and export ASCII and delimited ASCII files, as well as files in Lotus 1-2-3 format. However, it allows only limited modification of existing reports, and lacks a tutorial. (irl)

Descriptors: **Project Management ; Software Review**

Identifiers: Task Monitor-PC; Monitor Software

?

DIALOG

9/1/00

File 9:Business & Industry(R) Jul/1994-2000/Sep 01  
(c) 2000 Resp. DB Svcs.  
File 623:Business Week 1985-2000/Aug W3  
(c) 2000 The McGraw-Hill Companies Inc  
File 810:Business Wire 1986-1999/Feb 28  
(c) 1999 Business Wire  
File 624:McGraw-Hill Publications 1985-2000/Aug 31  
(c) 2000 McGraw-Hill Co. Inc  
File 813:PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc  
File 636:Gale Group Newsletter DB(TM) 1987-2000/Sep 01  
(c) 2000 The Gale Group  
File 621:Gale Group New Prod.Annou.(R) 1985-2000/Aug 30  
(c) 2000 The Gale Group  
File 20:World Reporter 1997-2000/Sep 01  
(c) 2000 The Dialog Corporation plc

Set	Items	Description
S1	48273	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR S-CHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	2873827	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	27253	S2(3N) (DESCRIB?? OR DESCRIPT?? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR?? OR CONCEPT? ?)
S4	46498	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	420	S4(S) (PREDICT???? OR PROBABILIT???)
S6	196838	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	29305	(MODIF?? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	0	S1 AND S3 AND S5 AND S6
S9	11	S1 AND S5
S10	11	RD (unique items)
S11	5424	(SUMMARI???? OR ASSESS????) (5N) (PROBLEM? ? OR INEFFICIENC?-?? OR UNFORESEEN)
S12	3	S1 AND S4 AND S11
S13	102	S1 AND S11
S14	25	S1(S)S11
S15	17	RD (unique items)
S16	25	S13 AND S1/DE
S17	22	RD (unique items)
S18	3818	(RESULT? ? OR ACCOMPLISHMENT? ?) (5N) DIFFERENT (5N) (PLAN?? - OR GOAL? ? OR TARGET? ? OR EXPECTATION? ?)
S19	38	S1 AND S18
S20	21	RD (unique items)
S21	0	RESULT? ? (3N) (VS OR VERSUS) (3N) EXPECATION? ?
S22	25	RESULT? ? (3N) (VS OR VERSUS) (3N) EXPECTATION? ?
S23	0	S1 AND S22
S24	9315	EVALUAT?? (3N) (RESULT? ? OR CHURN? ? OR OUTCOME? ?)
S25	131	S1 AND S24
S26	24	S1/DE AND S24
S27	22	RD (unique items)
		?

All considered

10/TI/1 (Item 1 from file: 9)  
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**Creating Order From Chaos**

10/TI/2 (Item 1 from file: 636)  
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**Simulus appoints Jayne Everson to lead UK sales expansion; Former Sequent (IBM) Account Manager joins Simulus in key business development role.**

10/TI/3 (Item 2 from file: 636)  
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**SIMULUS: New simulation software predicts SAP performance.**

10/TI/4 (Item 3 from file: 636)  
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**SIMULUS: Hot UK start-up changes the rules for enterprise systems performance management.**

10/TI/5 (Item 4 from file: 636)  
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**SIMULUS: Simulus launches SIMperformer for Oracle.**

10/TI/6 (Item 5 from file: 636)  
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**-INS: INS launches new packaged solutions to increase effectiveness of enterprise-wide business apps.**

10/TI/7 (Item 6 from file: 636)  
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**Attempting to assess the scope of software projects**

10/TI/8 (Item 7 from file: 636)  
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**GOVERNMENT PROGRAMS--NASA (3)**

10/TI/9 (Item 8 from file: 636)  
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**Industry Review H&R Co., wins \$1M Aerostat concept definition contract**

10/TI/10 (Item 9 from file: 636)  
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**ATEX RELEASES NEXT GENERATION ADVERTISING SYSTEM**

10/TI/11 (Item 1 from file: 20)  
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**SIMULUS: Simulus appoints Jayne Everson to lead UK sales expansion; Former  
Sequent (IBM) Account Manager joins Simulus in key business development  
role**

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17/TI/1 (Item 1 from file: 810)  
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**Lexington Software Associates Opens New Headquarters; Expands Staff to Accommodate Growing SCM Market**

17/TI/2 (Item 2 from file: 810)  
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**Lexington Software Associates Appoints SCM Pioneer Paul Levine to Board of Directors**

17/TI/3 (Item 3 from file: 810)  
DIALOG(R)File 810:(c) 1999 Business Wire . All rts. reserv.

**Lexington Software Associates Launches Customized Training Courses to Enhance SCM Solutions**

17/TI/4 (Item 4 from file: 810)  
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**Lexington Software Associates Appoints Tom Jin as CTO; Former Cambridge Technology Partners Lead Internet Architect Joins Team to Enhance SCM Offerings**

17/TI/5 (Item 5 from file: 810)  
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**Symantec Markets Viasoft's OnMark 2000 Assess To Address Year 2000 Problem on Desktops; Retail and Corporate Versions of OnMark 2000 Assess to be Sold as Norton 2000**

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**Software Estimation Luminary Capers Jones Publishes Book On Cost Estimating**

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**Lexington Software Associates Secures Equity Financing Agreement**

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**Year 2000 Wire/ Thinking Tools Announces Think 2000 Version 2.0; Y2K Risk Assessment Solution Now Offers Supply Chain Support; Link to Microsoft Project**

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**Lexington Software Associates Selected as Rational Software Educational Solutions Provider**

17/TI/10 (Item 10 from file: 810)  
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## **Powerful New Windows NT & ActiveX Object Technology Implementation**

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### **Business Wire Recap**

**17/TI/12 (Item 12 from file: 810)**  
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**BlackHawk to provide Year 2000 solutions to government agencies**

**17/TI/13 (Item 13 from file: 810)**  
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**PLATINUM technology delivers answers beyond Year 2000**

**17/TI/14 (Item 14 from file: 810)**  
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**Softlab announces Maestro II Redevelopment Team Workstation 2.1**

**17/TI/15 (Item 1 from file: 624)**  
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**REGION I PPRs COME OUT; THREE OSTIs PLANNED; MAINTENANCE ALSO TARGETED**

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### **EXHIBITOR PROFILES**

**17/TI/17 (Item 3 from file: 624)**  
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**NUCLEAR PLANTS ON TRACK TO FIX Y2K COMPUTER PROBLEMS, NERC SAYS**

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**ICAO Develops 'Action Plan' For Year 2000 Computer Problems**

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**EQUIPMENT/SERVICES ROUNDUP:** What did you miss at Power-Gen '96? The following summaries are taken from exclusive interviews conducted by our editors at the show. Take an 'armchair tour' of select company booths highlighting new and existing products, systems, and services that distinguish these companies in the highly competitive electric power market. The interviews cover a wide range of power-generation applications--including utility, industrial, independent power, and cogeneration plants. Both domestic and international firms are represented.

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**AGING FACILITIES FORCE INOVATION**

17/TI/21 (Item 7 from file: 624)  
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**Lockheed Expert System to Allow Real-Time Evaluation of Shuttle Fueling**

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**Software Lets Aerospace Managers Schedule, Track Complex Projects ?**

**27/TI/1 (Item 1 from file: 810)**  
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**Tera Installs Four-processor System At San Diego Supercomputer Center;  
Upgrades Tera MTA-2 to MTA-4**

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**HAHT Software Launches Unique Knowledge Transfer Tool; Free, Web-Based  
Evaluation Guide Provides Customer Project Analysis**

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**Intraware Launches COMPARISCOPE--The leading Online Research and Evaluation  
Service for Enterprise Software--in Europe**

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**Kathryn W. Dindo Named FirstEnergy Vice President**

**27/TI/5 (Item 5 from file: 810)**  
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**Sanborn, Head & Associates Reports Significant Productivity Gains Using  
Environmental Software Product**

**27/TI/6 (Item 6 from file: 810)**  
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**SERENA Software's CDF 3.1 simplifies merging and reconciliation for Year  
2000 conversion projects**

**27/TI/7 (Item 7 from file: 810)**  
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**Solomon Software Announces First "Designed For Solomon IV" Logo Product**

**27/TI/8 (Item 8 from file: 810)**  
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**Testing of Top Ten Multimedia Edutainment Titles Shows Software Publishers  
Need to Improve Quality**

**27/TI/9 (Item 9 from file: 810)**  
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**HP Presents Awards to Government Agencies for Innovative Use of Technology;  
HP Honors Four Agencies with the Ninth Annual High Technology  
Application Awards**

**27/TI/10 (Item 10 from file: 810)**  
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**BRUNEX GOLD RESOURCES LTD. ANNOUNCES COMPLETION OF ACQUISITION**

**27/TI/11 (Item 11 from file: 810)**  
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**Sequent expands services to support Open Enterprise Solutions; Open Systems Migration and Networking Services added to offerings**

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**Hartford Seminar offers case studies in competitive intelligence from leading American corporations**

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**DeVRY Inc. reports financial results**

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**United Taps Broadbase In Schedule Automation Effort**

**27/TI/15 (Item 2 from file: 624)**  
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**FIRSTENERGY TAPS FORMER CALIBER EXEC TO HEAD ESCO, NATURAL GAS BUSINESSES**

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**ABSTRACTS of conference papers**

**27/TI/17 (Item 4 from file: 624)**  
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**AGENCY RE-EVALUATING STANCE ON THERMO-LAG IN LIGHT OF CRIMINAL CHARGES**

**27/TI/18 (Item 5 from file: 624)**  
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**Series capacitor banks are thyristor-controlled**

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**IG/OI NOW PART OF THERMO-LAG STORY, WHILE NRR RAISES NEW CONCERNs**

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**Job scheduling tracks post-construction work**

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**Scientists Examine New Ways To Conduct Space Research**

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**USAF Focuses Development On Emerging Technologies**  
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DIalog  
9/1/00

Set	Items	Description
S1	73178	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	3204882	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	62323	S2 (3N) (DESCRIB?? OR DESCRIPT?? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI??? OR CATEGOR?? OR CONCEPT? ?)
S4	67560	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV?? - ?)
S5	1037	S4 (S) (PREDICT???? OR PROBABILIT???)
S6	325674	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	25445	(MODIF?? OR CHANGE? ? OR REVIS? OR ALTER?? OR REDEFINE? - ?) (3N) (DATE)
S8	74	S4 (S) (DATE(5N) (COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET))
S9	17	S1 AND S8
S10	14	RD (unique items)
S11	1427	(RESULT? ? OR ACCOMPLISHMENT? ?) (5N) (DIFFERENT) (5N) (PLAN???) OR GOAL? ? OR TARGET? ?)
S12	36	S1 AND S11
S13	30	RD (unique items)
S14	28	S2 AND S13
S15	6	S4 AND S13
S16	4620	S1 AND S4
S17	12	S16 AND CHURN
S18	11	RD (unique items)
S19	41	S16 AND RESULT? ? (5N) EXPECTATION? ?
S20	1	S16 AND (RESULT? ? (3N) (VS OR VERSUS) (3N) EXPECTATION? ?)
S21	72	S16 AND S7
S22	463	S7 (3N) (COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET? ?) OR GOAL? ?)
S23	4	S16 AND S22

An consideral

10/TI/1 (Item 1 from file: 15)  
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**Implementation of ISO 9000 in a textile mill**

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**Audit, act, measure: A business plan for FM**

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**FastTrack Schedule 2.1**

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**Scheduling for upgrade of an airline's ramp level facilities**

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**Managing Many Projects the Easy Way**

10/TI/6 (Item 6 from file: 15)  
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**Risky Business: Good Project Management is Both Software and Technique**

10/TI/7 (Item 1 from file: 275)  
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**Is 2000 a budget victim? (John A Koskinen, Chmn, President's Council on Year 2000 Conversion) (Government Activity)**

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**Life imitates chart. ( project management software purchasing criteria and use)**

10/TI/9 (Item 3 from file: 275)  
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**Small things considered: personal tools. (Applications Focus) (Microsoft Windows-based personal information management systems) (Software Buyer's Guide: Personal Information Managers: PIMs Get Graphic)**

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**Software development project control.**

10/TI/11 (Item 5 from file: 275)

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Hoskyns Project Management Workbench. ( Software Review) (evaluation)

10/TI/12 (Item 1 from file: 16)

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Videoconferencing picture clears up; End point devices from Polycom and VCON really make the grade in our testing. (Hardware Review) (Evaluation)

10/TI/13 (Item 2 from file: 16)

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Quintus Introduces SalesQ for Team Selling Environment; Opportunity Management System to Complement Activities of Service and Support Departments.

10/TI/14 (Item 1 from file: 148)

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Follow-up system tracks appointments, eliminates paperwork. (Reminder program) (column)

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10/9/3 (Item 3 from file: 15)  
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### FastTrack Schedule 2.1

Kosiur, Dave

Macworld v11n9 PP: 78 Sep 1994 ISSN: 0741-8647 JRNL CODE: MAW  
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages  
WORD COUNT: 557

ABSTRACT: AEC Software's FastTrack Schedule 2.1 is reviewed. It is one of the simpler project schedulers, and its feature set is ideal for managers who need to put together a schedule quickly and easily.

TEXT: Project schedulers come in all shapes and sizes. The simpler ones enable you to create graphical time lines called Gantt charts to plan a project's schedule, and then compare the **planned schedule** to the actual **schedule**. More complex **programs** offer resource allocation, linked **projects**, and more chart and report formats than you can shake a stick at. FastTrack Schedule is one of the simpler project schedulers, and its feature set is ideal for managers who need to put together a schedule quickly and easily.

FastTrack Schedule lets you customize just about every aspect of a Gantt chart. In addition to the mundane options, such as selecting time periods (hours, days, months, or years), hiding weekends, and selecting the start and end dates for a project, you can design new symbols for activity bars and milestones, and paste graphics onto a Gantt chart. You can also create new columns for a chart--including start **date**, finish **date**, duration, or percent **completed**--from a predefined list, or you can add a new column for your own data, for example, expense estimates, project leaders, or needed resources. Unlike Microsoft Project or MacProject, FastTrack Schedule is not designed to **track** resource **assignments**.

FastTrack Schedule has a clever option for tracking user-customized values. If you associate a column's value with an activity bar, the value displayed in the column changes whenever you change the length of the corresponding activity bar. This helps track linearly related project items, such as human-resource costs (if the costs are a fixed amount per day, for example).

As you create a Gantt chart in FastTrack Schedule, you can create a hierarchy of tasks and subtasks, assigning start and end dates to each. The hierarchy is similar to that created with an **outliner**--when you double-click on a task, its related subtasks are hidden; you see only the activity bars and other information for the major tasks, but not for the subtasks. This method is useful for large projects.

One of FastTrack Schedule's more useful features is setting dependencies. You can use either "hard" or "soft" dependencies; when you create a hard dependency between two activities, the time period separating the two stays the same, even if the first activity slips to a later date. A soft dependency allows the time between the final date of the first activity and the start date of the second activity to shrink to nothing if the first one slips to a later date. But when the two dates become the same, any further slippage of the first activity pushes back the start date of the second.

FastTrack Schedule does not include any scaling options for viewing Gantt charts. When you create a large chart, you see only a small part of it on your screen, and you have to scroll the window to see other dates or tasks. I would prefer to select a 50 percent reduction or even a scale-to-fit option for viewing the chart on screen.

If you're new to project management, or if you just need to create Gantt charts for single projects, I recommend FastTrack Schedule. You can create

impressive graphical charts for presentations, as well as track a large number of activities in complex projects. But if you require more power to manage conflicts between multiple projects and resource allocation, you'll need a more comprehensive program like Microsoft Project.

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COMPANY NAMES:

AEC Software Co

GEOGRAPHIC NAMES: US

DESCRIPTORS: Software reviews; Project management; Schedules

CLASSIFICATION CODES: 9120 (CN=Product specific); 5240 (CN=Software & systems); 9190 (CN=United States); 9000 (CN=Short Article)

**10/9/5 (Item 5 from file: 15)**

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00622506 92-37608

**Managing Many Projects the Easy Way**

Whitson, B. Alan

Facilities Design & Management v11n6 PP: 58-61 Jun 1992 ISSN: 0279-4438

JRNL CODE: FDM

DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages

WORD COUNT: 1934

ABSTRACT: Facilities managers are judged by their ability to manage multiple projects, priorities, and deadlines. Initiating projects solely upon user requests, a common practice at many companies, often undermines facilities management (FM) objectives. By devoting more attention to the set of projects before them, FM departments can actively manage the project set so that it is consistent with FM objectives and the company's strategic facilities plan. The simplest way to get started is a 3-step approach: 1. Define project types. 2. Create project milestones. 3. Develop FM standards. Each project type requires a mix of resources and management styles. Once this plan is completed, FM departments can find ways to improve performance relative to the standard through a process-oriented approach that the Japanese call kaizen. The amount of data and the need to analyze data quickly makes multiproject management an ideal computer-aided facilities management application.

TEXT: Is this your situation? Too many deadlines and too many projects, and every one a top priority. Then just when things are going smoothly and you start thinking about ways to improve your FM department's performance, a new crisis erupts, priorities change, and the scramble is on again.

In the midst of this hectic activity, you're told to cut budgets and reduce head count. And that's on top of last year's hiring freeze and budget cut.

Facilities managers are judged by their ability to manage multiple projects, priorities, and deadlines. Your organization's success and your career depend, to great degree, upon your skill in getting the right things done. On time. On budget. And with the desired result.

**WHY SO MANY PROJECTS?**

Most projects exist simply because users request them. The annual business plan very often has little bearing on project initiation. If there is money in the requesters' budgets or they have sufficient clout, the FM department usually lacks any option but to accept all projects.

It is common for senior management not to realize the huge volume of FM projects or know if there is sufficient capacity to support them.

Initiating projects solely upon user requests, a common practice at many companies, often undermines FM objectives. The more projects added to an

already long list of active projects, the more productivity drops, the more schedules start slipping, and the more difficult it is to keep up with the work load.

Having overcommitted their diminishing resources, most FM departments are forced to spend far too much time putting out fires and not enough time meeting FM objectives. Yet lacking accurate and timely data to monitor multiple projects, they inadvertently slip into a never-ending cycle of fighting fires.

Most FM departments direct all their attention to individual projects. Yet no single project defines the role or success of a FM department over time; the "set" of projects does.

By devoting more attention to the set of projects, FM departments can actively manage the project set so that it is consistent with FM objectives and the company's strategic facilities plan. The simplest way to get started is a three-step approach:

- \* Define project types.
- \* Create project milestones.
- \* Develop FM standards.

This emphasizes the actual behavior of the system--how work gets done in your organization. It classifies the work, clarifies the project process through flowcharting, and defines user needs and expectations.

Then projects can be mapped by type, location, sponsor, costs, and budget status. By tracking them through the project process, FM executives can see where overloads occur and gaps exist. This allows more informed decisions about which projects to add and when to add them.

In turn, better sequencing of projects gives FM executives greater control in allocating and using internal and external resources. It also reveals where capabilities and processes need to be improved. Over time, FM executives can focus on developing individual and team skills and adding critical resources, such as personnel, money, time, and CAFM, to improve FM performance.

#### MODEL FOR MULTI-PROJECT MANAGEMENT

To get a strong grip on the number of projects, the FM department must create a plan to move out of the reactive role into a proactive one. The use of a computer speeds up the task of tracking and aids in **project management**. FM's should develop a **program** for **multi-project management**. Each firm's multi-project management model (MPMM) will vary according to specific company requirements.

The first step in creating your MPMM is to define the different types of projects handled. Defining projects by type provides useful information about how resources are allocated. It also identifies a project's internal and external constituents. With this system, projects are divided into three groups. The first two, Asset Management and User Support, are the mainstay of most FM departments. Research & Development is the third. Each group then breaks down into specific project types (see Figure 1).

Each project type requires a mix of resources and management styles. Understanding the differences helps to accurately predict the distribution of resources and allows for better planning, scheduling and reporting of project status. Here is a brief description of each type:

- \* Asset Management projects range from mundane repair and maintenance to the retrofit of major building systems. Projects fall into two types: maintenance and enhancement. Maintenance projects could include reroofing

or painting and caulking of an existing building. Enhancement projects involve, for instance, HVAC chiller retrofit, which can save energy, lower costs, and increase a building's investment value.

The typical asset management project is transparent to the organization. It is often completed within a few months with little disruption, and the visual changes are usually minor. Ironically, success in asset management projects often causes senior executives to overlook their demands on the resources of the FM department.

\* User Support projects, on the other hand, are highly visible because they involve changes to users' existing work environment or work process. To a large extent, successful user support projects define the organization's perception of the FM department. User support projects can be broken down into three types: Installation of, say, a new heat recovery system or an additional mainframe computer is one. A second type is relocation or "churn," the remodeling of space needed to handle the expansion or contraction of a user group. Major projects, the construction of a new plant or distribution center, or the expansion of corporate headquarters, is the third type.

\* Research and Development projects make FM departments think about and deal with the quality of those FM projects and services that meet user needs, provide satisfaction, and create value. Joseph M. Juran, well known for developing quality control in Japan, defines quality as the fitness for use. Quality also means freedom from deficiencies that cause dissatisfaction and increase costs when work must be redone.

Well-planned and well-executed R&D projects incorporate three processes for improving the way FM departments work:

1. Quality planning develops the services, standards, and process required to meet user needs.
2. Quality control compares actual performance to goals, then acts on the differences.
3. Quality improvement raises the quality of performance to unprecedented breakthrough levels.

#### SET MILESTONES TO MEASURE PROGRESS

While no one is against quality improvement, many believe FM is different--it's not like manufacturing or order processing. How do you measure FM quality? Still, a better question is, where do you start?

Every year, FM departments manage hundreds, even thousands, of projects. Each project is different. Yet every one is basically the same, because facilities departments have knowingly or unknowingly standardized their project management process into a set of common control points or milestones. This call be as few as five or as many as 25 milestones. Even the most complex project fits into this set of manageable and measurable "chunks" of activity (see Figure 2).

A benefit of the multi-project management model is its simplicity. Tracking project milestones removes the mystery and complexity from multi-project status reports.

The monitoring of each **activity** is reduced to just three dates: the initial **target date**; a revised **target date**; and the actual completion **date**. Thus, a project activity is either done or not done. If not done, when will the activity be completed, and will this change the **target date**? This can be used to pinpoint schedule slippage in specific projects, or identify trends in certain project activities or types.

A MMPM does not eliminate the need for **project planning tools** like PERT or CPM to **manage** individual **projects**. It does, however, allow FM

executives to avoid data overload and quickly identify projects in trouble, or to stop bottlenecks and delays before they start.

This reduces project progress reporting to "who, what, when, where, and how much." It's a simple but effective method to explain progress to users, team members, and senior management.

#### IF YOU CAN'T MEASURE IT...

Once you define project types, milestones, and standards of measurement, you can keep finding ways to improve FM performance relative to the standard. The Japanese call this process-oriented approach "kaizen."

A standard can be quite simple, such as acknowledging all project requests within one working day. Another standard could be a time limit, say 30 days, for completing punch list work.

Dr. W. Edward Deming, namesake of Japan's top quality award, says that the "system" is 85 percent of the problem. Accordingly, the only way to improve performance is to undergo a top-to-bottom, quality-based transformation. By focusing on quality, FM departments will add value and improve productivity and innovation.

Deming holds that you need a participatory system based on teamwork in which workers have the training and resources to make quality a daily pursuit. Quality goals are never fully met; improvement is never ending process. A centerpiece of the Deming method is the PDCA cycle, which means:

- \* PLAN a change by collecting and analyzing data on the reason for doing so.
- \* DO it, by carrying out the plan, preferably on a small scale.
- \* CHECK and analyze the results to find out whether the change did what was planned.
- \* ACT, by deciding whether to keep the change, refine it, or take another action aimed at improvement.

Under the Deming method, a quality goal would be the elimination of the punch list milestone. In theory, the punch list is the antithesis of quality.

#### REFINING AND IMPROVING THE PROCESS

The amount of data and the need to analyze data quickly makes multi-project management an ideal computer-aided facilities management (CAFM) application. Still, CAFM does not always require a \$50,000 CAD system. Sometimes a PC and a simple database program, costing less than a few hundred dollars, is the best tool for the job. A spreadsheet can be used effectively and easily (see Figure 3). (Figure 3 omitted)

An information and tracking system could be the basis for developing other low-cost CAFM applications like lease management, personnel forecasting, asset management, and furniture specification. The system can be a means to continuously improve the facility management processes, reducing variation, eliminating defects, and spurring constant innovation.

FMs who develop a multi-project management model will find it gives focus to FM objectives and establishes the basis for upgrading the FM process. Yet, it takes discipline to transform a gaggle of projects into a well-managed project set that is consistent with FM objectives and the company's strategic facilities plan. FM departments will need senior management support to kill or postpone projects and to resist the pressures that force them to spend most of their time and resources putting out fires.

Working through the process is a crucial part of improving FM performance.

The very notion of continuous improvement, instead of "solving" a problem and moving on to other projects, is a major change for most facilities managers. Constant ongoing improvement, no matter how small, is more valuable than great leaps forward.

FIGURE 1 SAMPLE TYPE PROJECTS

- \* Maintenance
- \* Enhancements
- \* Installation
- \* Relocation or Churn
- \* Major or Capital
- \* Research & Development

FIGURE 2 SAMPLE PROJECTS MILESTONES

- \* Project opened
- \* Project scope defined
- \* Budget approved
- \* Drawings & specifications completed
- \* Contracts awarded
- \* Permits issued
- \* Construction started
- \* Punch list completed
- \* Project accepted
- \* Project closed

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**ABSTRACT:** Project management software can help project managers plan, control and track a project's status and help them meet predefined goals on time and within budget. The planning feature of project management software packages can help managers develop schedules and budgets, which aids the control and tracking of resources. If a delay occurs on a project, managers can use the software to move resources around to keep the project moving towards its assigned goals. Project management software that matches the skill level of its users and the project's complexity is most desirable. Some programs are able to create simple progress charts, while others are able to track costs for multiple projects at the same time. The ability for project management software to work in a network environment and its ability for what-if analysis are also important purchasing considerations.

TEXT:

BUILT-IN E-MAIL, EASY-TO-USE INTERFACES, AND INCREASING SOPHISTICATION CAN MAKE PROJECT MANAGEMENT SOFTWARE A TEAM PLAYER.

Like many people, I did not understand why I needed project management software until it was much too late. One month into an environmental survey of Lowry Air Force Base in Denver, I was trying to explain to several stern-looking Air Force colonels why my crew of 10 was behind schedule, and what it meant. Their questions were valid; my answers were, well, vague at best.

"How far behind are your engineers?" asked the colonels.

"Pretty far...well, not terribly far, but, you know, really quite far behind. I guess fairly far is how I would describe it," I waffled.

"Can you make up time by working longer days?" they inquired.

"Well, I suppose so. I don't know. Maybe," I hedged.

"Which buildings have you finished surveying?" they exacted.

"Well, see that 15-page chart on the wall? The buildings marked in green highlighter are finished, the ones in yellow are half-finished, and the ones in orange were inaccessible--except that we ran out of yellow highlighters last week, so the ones that are in orange and green are also half-finished. When we finish them all the way, we cover the orange with green, which is why they're smudged."

"Is this the first big project you've ever managed?"

"Uh .... "

BASIC CONCEPTS

In the broad sense, my experience as a consultant to the Air Force was not unique. Many people find that, at some point in their careers, they are involved in an effort to achieve a defined set of goals with limited time and resources available.

Sound familiar? Such efforts meet the definition of a project, and the person responsible for their success is the project manager. In contrast to ongoing company functions such as accounting, MIS, and marketing, projects have a defined set of goals and a definite beginning and end. Officially, project management has been around since World War II. However, it is safe to assume that the Egyptian pyramids were built following the same typical steps as modern projects: the concept phase, definition or proposal phase, planning and organizing phase, performance phase, and close-out phase. Each phase is less abstract and more concrete than the last.

Between the very first step, in which the project is just a gleam in someone's eye, and the very last phase, in which the project records are closed for good, stands all the planning, effort, and coordination required for a successful outcome.

Depending on the organization involved, projects can have many different structures and meanings. For example, in a law office, a project may involve the time and efforts of a single individual, while in a design engineering firm, manufacturing, or other high-tech environment, a project may involve thousands of employees and hundreds of thousands of tasks.

Given these differences, what generalizations are true about project managers? Project managers are generally responsible for three main

functions:

\* Planning involves defining a schedule, budget, and technical approach, helping to select a project team and other resources, and assigning responsibilities. One of the key elements in planning is to break up the project into specific tasks with known relationships to each other.

\* Controlling is crucial to the success of a project. The project manager is responsible for daily decisions on balancing economy and quality, on interpreting the needs of the internal or external client, and on keeping people and other resources working in their most efficient capacities.

\* Tracking may consume more time than the other two tasks combined. It involves measuring expenses incurred and progress completed and comparing these to planned budgets and schedules, as well as keeping an eye on the critical path of the project to determine whether one missed deadline will push back the entire project's completion date.

#### WHERE THE SOFTWARE GOES

You are probably starting to wonder where **project management software** fits into the picture. A lot of project managers have felt the same way. Historically, computers have only been used to **schedule** complex, multitask **projects**. However, newer products are making **project management software** more accessible.

David Galson is a product manager for Galson Corporation, an environmental software developer based in Oakland, CA. He uses Microsoft's Project 3 for Windows to plan and track database development and installation projects.

"I have to bring the programming, documentation, data entry, and installation of the products to completion all at once," Galson says. "I use MS Project to coordinate all the pieces, to track the progress of individual contributors to the project, and to communicate the project's status to the client. The earlier you know about a potential delay and can communicate the fact to the client, the better a **project manager** you will look."

Although **project management software** started out as less than friendly, the current batch of available software concentrates on being just the opposite. Before this article delves into currently available products, however, a few key project management terms deserve explanation.

Project managers have a variety of means for communicating project information. One of the strong points of modern **project management software** packages is their excellent graphical capabilities, which allow project managers to present information in customized reports.

Gantt charts, or timelines, are used to demonstrate the planned chronology of a project. Tasks required to complete the project are listed in a column, and the period in which those tasks will be performed is displayed along the horizontal time axis. Figure 1 shows a Gantt chart from Microsoft Project 4.0 for Windows.

Tasks can have relationships with each other. For example, in a LAN installation project, system testing cannot start until at least some cabling is installed. Such a relationship is a start-to-start relationship, with a lag of several days between the start of one task and the start of the next.

Other relationships may be finish-to-start, which is the most common relationship between two tasks. For that LAN installation project, for example, system testing could not begin until network software was installed. However, the lag time between the two events would be very short, or possibly nonexistent.

Finish-to-finish relationships also exist. For example, if installation and system testing of a new LAN or WAN must be complete before the documentation can be completely written, then the two tasks have a finish-to-finish relationship.

Start-to-finish relationships are more rare. Usually they occur when equipment is being replaced or upgraded. For example, in a company switching from a DOS-based network to a Macintosh-based network, the task "Produce reports on computers running DOS" would not finish until "Produce reports on Macintoshes" started.

Figure 1 shows how Microsoft's Project represents these various relationships; arrows link tasks in different configurations, depending on

relationship type and lag time involved. Not all **project management software** shows this; some products require the user to deduce which tasks are linked.

Some tasks have no relationship and can happen at any time during the project without affecting the finish date. However, several tasks that have relationships to one another can form a linked chronological "chain" in a project, such that if one of the tasks is delayed, the entire project's completion can be delayed. These tasks are said to be on the critical path.

If you want to sound like a veteran project manager at the next meeting you attend, pepper your conversation with terms such as "critical path," "slack," and "early finish." Early finish, late finish, early start, and late start are ways of measuring when a task can be performed. Usually, the time between an early finish and a late finish for a task is called "slack." Many **project management software** products let you graphically demonstrate slack on a Gantt chart.

You can also use graphics to demonstrate the critical path. The series of tasks leading up to the completion date of the whole project, which do not have any slack, are called critical path tasks. In Figure 1, the critical path tasks are in red, while the tasks with slack are blue.

Gantt charts are very intuitive to many **project managers**. That is why most of the newer **project management software** is Gantt-chart driven, meaning that much of the project planning occurs using a Gantt chart view. Some products, however, use a PERT chart to plan the **project**.

PERT stands for the **Program Evaluation and Review Technique**, which is synonymous with the Critical Path Method (CPM). PERT charts or diagrams display each task with some specific information, such as start and finish dates, and relationships with other tasks.

Figure 2 is a PERT chart generated by CA-SuperProject 3.0 for Windows, produced by Computer Associates (Islandia, NY). The chart shows durations, relationships, and other information about the task.

Microsoft's new Project 4.0 for Windows offers a slightly different chronological view of projects: a calendar view, which shows task durations across a standard Sunday-to-Saturday monthly calendar.

What else can **project management software** do for the **project manager**? One of the nicest things it can do is track resource loading, especially when the same resource is needed on several tasks or **projects**.

Most **project management software** has some means of entering data about a project's resource requirements, usually in the form of a pop-up window or table. For example, a software development project may require resources such as programmers, software engineers, and computers. If time-critical tasks depend on these resources, project managers will want to know when and where they may be overloaded or under capacity. Figure 3 shows a resource-loading chart from Primavera Systems (Bala Cynwyd, PA) P3 for Windows. Note that the resource requirements above normal are usually color-coded to highlight overloads.

What can a project manager do when resources are overloaded; for example, when the project needs six programmers for a one-week period, but there are only five employed? One option is to get more resources. Another option is to try to get some more use out of your current resources. That's right--ask them to work overtime.

Some **project management software** lets you set a calendar for each resource, indicating where and when it is available. Were you able to sweet-talk your engineers to come in on Saturday mornings during the essential portion of the **project**? Most **project management software** can produce a custom calendar showing this availability. When it displays the resource-loading chart, it takes the new calendar into account.

For planning the **project**, most **software** lets you demonstrate responsibilities in a number of ways, including the Work Breakdown Structure (WBS), which shows the departments responsible for each part of the **project**. Many **project managers** work in a matrix **management** environment; most **project management software** is up to that challenge and can show WBS charts along technical and functional lines.

**Project management software** is also designed to **track** actual progress. Many products have a means of recording the percentage of a task completed to date. Most have options which allow the project manager to

print out a Gantt chart, with progress information shown in comparison to the planned schedule. This information is usually shown by laying a progress or budget bar right next to the planned duration bar on the Gantt chart. This allows the project manager to communicate which tasks are falling behind and what the impact might be on the overall project.

The products currently on the market vary considerably in sophistication when it comes to tracking schedule and budget items. On the high end, products such as Primavera's P3 account for a variety of resource costing methods, including fixed costs, variable costs, combinations of fixed and variable, and various overtime, double-time, and triple-time schemes. Such resource costing allows for extremely accurate budget tracking and report printing.

#### TRENDS IN SOFTWARE

**Project management software** started on the mainframe and then moved into the DOS environment, but it became accessible to managers of small projects when it moved onto Macintosh and Windows PCs. Although the early DOS programs would print out Gantt and PERT charts from keypunched data, the newer GUI-accessible programs can be run almost entirely from the Gantt chart. The project manager can click on one date and drag the mouse to another. Instantly, a task and its start and finish dates are defined. Relationships to other tasks can be created with another mouse-click.

According to Jean-Luc Valenti, president of Computer Associates, the non-project manager is a growing sector of the **project management software** market. Valenti notes that his company's previous typical user was the full-time project manager, who spent 25 hours to 30 hours a week using the software to enter data and print reports for projects. The current typical user is not a full-time project manager and is very likely a novice user of **project management software**.

**Applications** developers have been quick to respond to the new user base. Many of the new applications on the market have built-in "wizards" or other features to guide new users through the programs.

The trend toward ease-of-use has not come too early. Many people have complained about the difficulty they have in using **project management software**. I have met a number of individuals who had bad experiences with **project management software**, including two anonymous Microsoft programmers who roundly cursed Project 3 for being difficult to understand. Thus, the trend among product developers is to make the product as easy-to-use as possible.

The other trend seems, paradoxically, to be toward increased sophistication and power. As corporate America strives to become leaner and more effective, **project management software**, which links numerous functional areas of a company, can prove invaluable as a coordinating and strategic-planning tool.

Joel Koppelman, president of Primavera Systems, notes that strategic management is becoming decentralized. "Five or 10 years ago, there would be a central group in a company who would say 'we will give you a plan.' Now people are making their own **plans**, using **project management software**." Koppelman says that frequently, users of **project management software** are **planning** for ongoing **activities**, such as marketing or accounting, which do not even fall into the project definition.

These two conflicting trends (ease-of-use vs. more powerful features) are resulting in scalable products, accessible to the novice but containing powerful features for the experienced user. For example, CA-Superproject 3.0 for Windows has five "experience modes" to suit the skill of the user and the stage of the project being evaluated.

Many of the products in the lower end of the market (with list prices below \$600) are really just elaborate graphics packages for drawing elegant Gantt charts. One of the most intriguing that I looked at was Fastrack Scheduler by AEC Software (Sterling, VA). At \$235 for the Macintosh version, it provides the user with a set of drawing tools for making stunning color Gantt charts.

In the middle of the market are a number of full-featured products, such as Project Scheduler 6 by Scitor (Foster City, CA), CA-Superproject, and MS Project 4 for Windows, with list prices in the \$650 to \$750 range. These products are networkable, have higher-end features such as resource leveling and Object Linking and Embedding (OLE), can compare resource uses

and expenses across several projects at once, and emulate the mental processes of a project manager. For example, CA-Superproject allows you to partially or completely exempt certain projects from resource leveling; MS Project 4 has an interview process for novice users, the end product of which is a complete project schedule.

At the upper end of the spectrum are a number of **software** makers specializing in **project management - software** for large companies, such as the Artemis products by Lucas Management Systems (Fairfax, VA). Joel Lockwood of Digital Tools (Cupertino, CA) says his company's Autoplan II product "is the market leader in the Unix project management category, with more than 80 percent market share." According to Lockwood, Autoplan II enables the user to link different functional areas in a company, such as engineering, marketing, and design. Each group can design a way of looking at project data that is useful for it; the same data can be viewed in many different ways.

The key to the success of Primavera's latest product, P3, is, according to Koppelman, the relational database link. The product allows for multidimensional sorting by department, phase of work, deadline, cost, or any other task feature (see Figure 3). Users can save these definitions and then easily "slice and dice the information any way they want."

An interesting trend in mid-range and high-end products is to mate **project management software** with statistical **software** capable of generating Monte Carlo distributions. The experienced project manager designates a likelihood of each task finishing within a certain time period. For example, there might be a 20 percent chance the task will take five days, a 50 percent chance it will take six days, and a 30 percent chance that it will take seven days. The completion dates and budgets for the entire project can then be calculated as a range of possibilities, rather than as a single fixed number.

Communications capabilities are now being integrated into project management packages. MS Project 4 for Windows has an e-mail report generator which is compliant with Messaging API (MAPI) and Vendor Independent Messaging (VIM) mail systems. The reports are customized for the receiver, so rather than seeing entire Gantt charts, the receiver merely gets a request for task assignment. The receiver can decline, suggest modifications, or accept the assignment. Similarly, at regular intervals the project manager can send out requests for status updates. The receiver simply fills in the status (35 percent complete, for example) and e-mails the response to the project manager. The information is automatically entered into the **program**, relieving the **project manager** of much of the burden of data entry. **Software** developers are also issuing their **project management systems** in modules. For example, Wescom Technology (Houston) has a core product, Open Plan; a "casual user" extension, Texim Project; a risk analysis module, Opera; and a project information manager extension, Optic.

#### BUYING INTO THE PROJECT

As you would any product, you should carefully research the **project management software** products before you buy. Here are some issues to consider:

\* Commit to an evaluation process. Test several software packages on a medium-size, real-life project.

\* Identify your users; purchase software suitable for their level of expertise.

\* Know your requirements of the software: Do you just want nifty Gantt charts, or do you want to track project costs and budgets for several dozen simultaneous projects?

\* Does the product allow you to import and export information in the format you need, such as a spreadsheet or database?

\* Does the product allow what-if analysis? Do you care about this?

\* Can you upgrade it to a multiuser network-accessible version?

If you intend to use the products to their full extent, you will need a large color monitor and a color printer. For large, complex projects, a color plotter or sheet printer is useful for printing out Gantt and PERT charts. Keep these hidden costs in mind.

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**ABSTRACT:** System development methodologies have been created to assist software development projects. These consider a range of factors that contribute to a project's success, and deal with creation of a comprehensive **plan** that identifies tasks necessary to complete a **project** successfully. After the **plan** for a **software project** has been created and **scheduled**, the **project's progress** must be **monitored**. Four major areas of project control are discussed: the accuracy of the project estimate; the reality of the project **target date**; the incorporation of project modifications; and the consistent progress toward accomplishment of the project. Two different projects and the effect of management decisions on their outcome are described.

TEXT:

Software Development Project Control

Ever since the advent of target dates and project budgets there have been successes, failures, project cancellations, cost overruns and late implementations. This has been true of virtually every type of project from simple construction to complex engineering projects. The history of software project development is no different than other industries and is replete with its own set of successes and failures.

Software projects do differ somewhat from conventional projects in that they deal with much new technology and involve many abstract concepts. To assist software development projects, several System Development Methodologies have been created. Many large corporations use one of these to help **plan** their **software projects**. These methodologies assist the **system planner** and take into consideration many of the factors that might otherwise be overlooked and thus contribute to the failure of the project. They deal with the creation of a comprehensive plan so that all of the tasks necessary to complete a **project** are known and pre-defined.

Once a **plan** for a **software project** is formulated and **scheduled**, the progress must be monitored. If there is a variance between projected and actual progress, then adjustments may be made to put the project back on schedule. This article addresses one of the project monitoring techniques that has proven successful in the implementation of large-scale projects.

Assuming a sound design and good plan (and that is assuming a lot), the successful implementation of a computer software project is dependent on four major areas of control.

1. The accuracy of the project estimate.
2. The reality of the project target date.
3. The incorporation of project modifications.
4. The consistent progress toward the accomplishment of the project.

**Project Estimate**

For the purpose of this article, the project estimate deals only with the time estimate and not the total project budget. That is, there is no

reference to cost, only project labor.

The project estimate must be based on reality. In order to develop a total project estimate, each of the individual tasks need to be estimated. Every major task should be divided into work elements so that no piece of work has an estimate greater than 50 hours. By dividing the labor into these small units the accuracy of the overall estimate is greatly increased.

As each task is estimated, there are a number of adjustments that may be applied to the estimates. For instance, the estimate for one task may be increased because it will be accomplished by an employee with little or no experience with that specific type of work. Other adjustments may be applied for complexity, multi-department communication, etc. Finally, when all detail estimates are totaled, another adjustment may be applied to the entire project.

The purpose of these factors is not to inflate the estimate but to make it more realistic. Some of the System Development Methodologies do an excellent job of providing a list of these factors.

Too often a project estimate is based on the assumption that a realistic estimate would not be accepted by the sponsor so a more conservative number is projected probably resulting in project failure. However, once an honest realistic estimate is made, the project has a reasonable chance for success.

#### Project Target Date

The target date should be derived by dividing the final projected task hours by the number of resource hours available per week. Actually this task is a little more complicated than that because there are times when a specialist may be required and none is available.

For a large project, vacations, holidays and a certain amount of sick time must be considered. These times cannot be overlooked as minor obstacles which will be absorbed with no impact on the project. They will have a impact on the project.

Also a word of caution about beginning a project with planned overtime. There will be plenty of opportunity to exercise managerial innovation and control during the life of a project without this added burden. Planned overtime will almost always lead to late implementation.

Be especially wary of the resource commitment at the beginning of the project. Resource hours that are supposed to be available at the beginning of a project may not actually be allocated. People that are coming from other assignments may still be responding to questions from their old project, and new employees and contractors will need to become familiar with the local environment.

#### Project Modifications

After the project design has been completed, accepted by the sponsor and the programming effort is initiated, there will be many times when it is suggested that a slight modification should be incorporated into the system design. There are two major pitfalls here: one is that the change is not as simple as first indicated, and the other is that the change has a ripple effect in areas not considered at the time of the change. Every change has to have an impact on the project. Most changes will have a negative impact. Some will appear to have a positive impact (the change will result in a time savings), but will, in reality, have a negative impact.

The project manager must be extremely cautious when considering any system change at a point in time when the system design is complete and the programming has begun. There will be many requests for changes but every one must be viewed as a potential disaster. Since the system design time budget has already been used, any time spent revising the system design will have to come from the programming time budget. The project is put in jeopardy by performing additional tasks which were not budgeted.

Those program modifications that are accepted and included in the **system** design must be reflected in the **project schedule**. The **schedule** must be adjusted to incorporate all of the time necessary to accomplish them.

#### Project Progress

Once a realistic project estimate has been derived and a proper **target date** has been set, the only remaining project control issue is

that of **monitoring progress**. In order to complete the project on time, a certain percentage of the project must be completed each week. For instance, if a project is to be completed in 48 weeks, 1/48th of the project must be completed each and every week (assuming a completely linear project schedule). The amount of work that is completed each week is of paramount importance. It doesn't matter how much time is applied to the project, only how much work is completed.

The factors involved in the determination of whether or not the project is on schedule are the resource time available, the resource time actually applied to the project, and the effectiveness ratio of the time applied. The action taken by project management in keeping a project on schedule varies with each of these factors.

First, the resource time that was committed at the beginning of the project must be maintained as long as that resource is required. Accurate records must be kept to show the relationship of the time that was supposed to be committed to the project and the actual time that was devoted to the project. If the time required to complete the tasks on time is not available, then the outcome is clear, the project will be implemented late. Project management must act to secure the resources that were committed to the project.

When it is evident that the necessary resources are assigned and available, it must be determined if they are committed to the activity at the projected rate. In other words, it is crucial that the resources fully understand their degree of commitment, whether it be full-time, part-time, individual contributor or manager. All that is left to do once the necessary resources are available is to ensure that the work is being accomplished at the scheduled rate.

The creation of an effectiveness ratio will help indicate whether or not the project is on schedule. It is the relationship between the time spent on a task and the time subtracted from the time remaining on a task. For example, if a task had been estimated at 50 hours and 40 hours have been applied but it is only 50 percent complete, the effectiveness of the time applied is 62.5 percent (25 hours of project reduction time divided by the 40 hours that it actually took to achieve that). This figure may indicate that the project is not actually on time. Some action will be necessary to correct this condition.

Examples of actions that are available to project managers are: The addition of personnel, the re-assignment of personnel or the imposition of overtime. If the effectiveness ratio is much less than 100 percent, it is clear that some action is required or the project target date will be in jeopardy.

By way of illustration, assume a hypothetical project starts on October 9, 1989, has a target date of May 1, 1990 and an estimate of 18,300 hours. The project is the programming, testing and implementation of a Financial Software System which must be implemented at the beginning of a month. If the May 1 target date is missed, then the next available date for implementation is June 5. The design is complete and has been signed off and accepted.

In order to develop an effectiveness ratio, a spreadsheet will be created to record the project data and graph the actual results along with the future projections.

A reference point is created by counting the number of weeks between the start date and the target date (29 weeks). Then determine the number of required hours per week by dividing the total number of budgeted hours by 29 ( $18,300/29 = 631$ ). The number of effective hours per week that the team must average in order to complete the project on time is 631.

The spreadsheet contains three line entries for each project resource. One line is for scheduled time, one for applied time and the last for the effective time. This level of detail will provide answers to any questions regarding project resource time.

The calculation for the total number of resource hours is derived by summing the individual resource hours for each week. The most control and accuracy is gained by entering the data for each individual resource. By entering the data at a detail level, all variances can be tracked.

The above totals must be adjusted for vacations and holidays. For every holiday the available hours for full-time employees must be reduced

by 7 hours (times seven employees = 49 hours), part-time employees by 4 hours (times two employees = 8 hours), contractors by 7.5 hours (times six contractors = 45 hours) and users by 3 hours (times four users = 12 hours). Temporary personnel work 4 eight-hour days per week and their total hours are not affected by holidays. The total lost time for each holiday is 114 hours. The holidays during the life of the project are: Veteran's Day, Thanksgiving, Christmas, New Year's Day, President's Day and one miscellaneous day. The total number of holidays is six plus one estimated sick day  $7 \times 114$  hours = 798 hours. Four full-time employees, and three contractors are scheduled for 1.5 weeks each of vacation between now and project completion.

A much more dynamic and realistic projection is achieved by applying the holiday, vacation and sick time to the initial projection for each resource.

These two elements, the hours required per week and the scheduled hours each week are the only data elements that can be projected for the entire project. The other data elements are meant to show actual data but may be used for projections.

The project graph exhibits are "Project Status/Projection" because they represent a status at a given date with the remainder as a projection. In other words, after the third week of the project, the data elements represent actual data for the first three weeks, but the entries for the remainder of the project are projections. Some data can be projected at the beginning of the project but other data is actual data and can only be determined after the fact. The project manager must be monitoring its progress each week.

The following information is common to both exhibits:

1. The average number of hours that must be accomplished per week is 631 hours. It is simply the total project estimate divided by the number of weeks. 18,300 hours divided by 29 weeks equals 631 hours per week.

2. Schedule. This line represents the amount of resource time that was scheduled to be available for work on the project each week. It is calculated by adding the number of hours that each resource is scheduled to apply to the project. Fulltime employees were projected to apply 36 hours per week, part-time employees 20 hours per week, users 16 hours per week, contractors 38 hours per week and temporary employees at 32 hours per week. This sum is the total resource hours available by week. It varies each week with projected vacations, holidays and sick time. This figure is dynamic in that as new resources are added to the project their time is reflected in this total.

3. Actual. This line represents the amount of time that all of the resources actually charged to the project. If overtime were applied so that all (or some) resources worked 10 percent more than they were scheduled for, the actual time would be greater than the scheduled time.

4. Effective. This line shows the amount of time that was taken away from hours remaining on the project. If, for instance, a task had been estimated at 50 hours and 40 hours was spent on the task but the resource performing the task knew that there were still 25 hours to go, only 25 hours would be subtracted from the total project time remaining. The result would show 40 hours applied (actual) and a 25 hour reduction in project time remaining (effective).

5. Dynamic. This line projects the dynamic number of resource hours required per week in order to complete the project by May 1, 1990. It simply takes the project hours remaining and divides by the number of weeks remaining. It assumes a one-to-one ratio between the applied time and project hours reduced (a 100 percent effectiveness ratio).

The effective and dynamic time comparisons are the most important indicator of project health. If the effective time is always greater than the dynamic time then the project will be completed on schedule.

#### Explanation of the Exhibits

The accompanying exhibits show two different projects and the effect that some management decisions have on their outcome. Both of the projects are comprised of four types of resources: Full-time employees, users, contractors and temporary employees. For the purposes of illustration, the temporary employees always perform at exactly the projected rate. The users always perform at the projected rate, but they have one sick day each. The

full-time employees and contractors are the resources whose contributions vary with the narrative.

Exhibit 1 for the ABC Corp. shows a relatively static project, while exhibit 2 for the GHI Corp. project is more dynamic and shows a project with the addition of more tasks.

#### ABC Corp. Project

The first six weeks of exhibit 1 for the ABC Corp. project shows that the time applied is only 90 percent of the time that was supposed to be available. Further, the effective time is only 90 percent of the applied time. This has a net effect of progressing at only 81 percent of our planned rate. Some action must be taken or the project will not come in on schedule. It is obvious that there is a trend. The actual rate of progression is far less than was projected at the beginning of the project.

There was an improvement in the next eight weeks so the actual results lagged projections by only 5 percent. This was accomplished by the entire staff applying time at exactly the projected rate (note that the scheduled time and the actual time are super-imposed on the graph) and the effective time increasing from 90 to 95 percent.

The projection for the last 15 weeks of the project shows it can be completed on schedule if the contractors work at 105 percent of projection and the full-time employees work at 110 percent of projection. It may not be completely clear as to how this goal will be achieved, but at least there is a good estimate of what has to be done to achieve the goal.

#### GHI Corp.

Exhibit 2 for the GHI Corp. is much more realistic. In this case the same projection as the ABC Corp. (that actual is 90 percent of scheduled and effective is 90 percent of actual for the first six weeks of the project) is used. Also, two full-time employees reported to the project two weeks late. One contractor decided that he did not want to work on the project so one week was lost finding a replacement. One temporary quit four weeks into the project and it took three weeks to find a suitable replacement. Seven weeks into the project two employees operated at double their projected effectiveness for three weeks. These are only some of the variances that occur during a real project.

This exhibit emphasizes the true dynamics of a project and shows that constant monitoring is required. It can be seen that the dynamic line on the graph is a very real indicator of the probability of success. It shows the number of hours required per week for the remaining weeks of the project. When project management sees that this line is increasing or is above the effective line they know that it is a sign of trouble and that some action must be taken.

The GHI Corp. has all of the variances of the ABC Corp. plus the added burden of an additional 240 hour task. Exhibit 2 simply shows, that during the 13th week of the project, it was determined that an additional effort of 240 hours was required. This impacts the project by adding 16 hours per week for the remaining project time (240 hours/15 weeks). It must be decided how this additional requirement will be satisfied. Some possibilities are postpone implementation, add an additional contractor or employee or remove a like number of hours from the current schedule.

This exhibit shows the dramatic effect that an unscheduled task will have on the project. Whereas the project in Exhibit 1 was implemented on schedule, this project was not on schedule because of this additional burden.

Project management is never an easy task, but with the proper tools it can be more of a science and less of a mystery. The most important aspect of monitoring project progress is knowing how much of the applied time can be subtracted from the project time remaining. It doesn't really matter how much time is applied to a project, only how much effective time is applied to a project. It is absolutely imperative that the time remaining for each task be accurate.

The two most important indicators shown in the Exhibits are the effective time, the time that is subtracted from the remaining project time and the dynamic time, the time that is required to be subtracted from the project. If the dynamic time is increasing then the project is in jeopardy. If the effective time is greater than the dynamic time, then the project is probably progressing at a satisfactory rate.

While there are many variables associated with the implementation of a project, none is more indicative of success or failure than the comparison of the effective time and the dynamically defined required time. These are the absolute indicators and will definitely show the projected success or failure of a project.

William J. Kenefick, CDP, is the manager of the Materials Applications at Florida Power Corporation and has designed and implemented major systems in the fields of industry, banking and education.

CAPTIONS: Sample project status-projection graph and project failure graph. (graph); Derivation of project totals. (table)

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SPECIAL FEATURES: illustration; graph; table

DESCRIPTORS: Methods; Management of EDP; Software Engineering; Project

Management Software ; Software Design

FILE SEGMENT: CD File 275

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**15/TI/1 (Item 1 from file: 15)**  
DIALOG(R)File 15:(c) 2000 Bell & Howell. All rts. reserv.

**Action leadership: The development of an approach to leadership enhancement for grassroots community leaders in children's mental health**

**15/TI/2 (Item 2 from file: 15)**  
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**Take a flexible approach**

**15/TI/3 (Item 3 from file: 15)**  
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**Team building: A new direction for HR**

**15/TI/4 (Item 1 from file: 148)**  
DIALOG(R)File 148:(c)2000 The Gale Group. All rts. reserv.

**Navigating organizational waters with hoshin planning.**

**15/TI/5 (Item 2 from file: 148)**  
DIALOG(R)File 148:(c)2000 The Gale Group. All rts. reserv.

**Team concepts and productivity. (beverage plant operation) (Column)**

**15/TI/6 (Item 3 from file: 148)**  
DIALOG(R)File 148:(c)2000 The Gale Group. All rts. reserv.

**Frito-Lay's plant engineering strategy for the 1990s: engineering excellence and the right way to manage. (includes 3 related articles Frito-Lay plants)**

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15/5/4 (Item 1 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
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08850065 SUPPLIER NUMBER: 18546907

**Navigating organizational waters with hoshin planning.**

Bechtell, Michele L.

National Productivity Review, v15, n2, p23(20)

Spring, 1996

ISSN: 0277-8556 LANGUAGE: English RECORD TYPE: Fulltext; Abstract

WORD COUNT: 6927 LINE COUNT: 00571

**ABSTRACT:** Hoshin management is a technique that links daily business activities with strategic objectives. It consists of a few simple steps, including analysis of changes in the external environment, selection of vital few priorities and creation of an integrated plan of attack. The technique also requires plan execution and regular progress review. It operates under the principles of focus, alignment and frequent review.

SPECIAL FEATURES: illustration; table; chart; graph

INDUSTRY CODES/NAMES: BUS Business, General

DESCRIPTORS: Management--Technique; Organizational effectiveness--

Management

FILE SEGMENT: TI File 148

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15/3,K/4 (Item 1 from file: 148)  
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... scans, and monitoring devices to focus on a vital target, align their efforts with those of the rest of the fleet, specify critical coordinates, and **track progress**. They measure their success by skill level, scores, and speed. In short, they practice the science of navigation.

Throughout history, navigation has been used as...

...their own stations. They think over time and distance, sequencing tasks and activities as appropriate. In emphasizing strategy implementation, these companies get more than just **results**; they get **planned breakthrough results**. This activity is **different** from daily management, cross-functional management, and strategic planning. Dr. Noriaki Kano, professor of management science at the University of Tokyo and a member of ...A standardized review form reports on progress toward the measurable objectives and the related corrective actions. As events and obstacles develop, teams do not merely **monitor progress**, they specify the mechanism to transfer their lessons into action. Whatever the specifics of the review meeting format, the key is to create a safe environment characterized by joint inquiry based on facts and analysis, not blame. Managers act like coaches or facilitators, not dictators.

In summary, the hoshin audit **system** keeps **activities** aligned with the **plan** and the **plan** aligned with changes in the

**23/TI/1 (Item 1 from file: 15)**  
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**Official releases**

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**Managing Many Projects the Easy Way**

**23/TI/3 (Item 1 from file: 275)**  
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**Hoskyns Project Management Workbench. ( Software Review) (evaluation)**

**23/TI/4 (Item 1 from file: 16)**  
DIALOG(R)File 16:(c) 2000 The Gale Group. All rts. reserv.

**Microsoft Project for Windows; Third Windows-Based Application From Microsoft?**

23/9/3 (Item 1 from file: 275)  
DIALOG(R)File 275:Gale Group Computer DB(TM)  
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01304302 SUPPLIER NUMBER: 07488596 (THIS IS THE FULL TEXT)  
**Hoskyns Project Management Workbench. ( Software Review) (evaluation)**  
Levy, Charles  
Which Computer?, p43(4)  
July, 1989  
DOCUMENT TYPE: evaluation ISSN: 0140-3435 LANGUAGE: ENGLISH  
RECORD TYPE: FULLTEXT; ABSTRACT  
WORD COUNT: 1237 LINE COUNT: 00094

**ABSTRACT:** The Project Management Workbench from the Hoskyns Group is a well thought out software package that will handle long and complex projects with ease. Project Management Workbench is a character-based application that offers a highly comprehensive approach to planning and works efficiently. Data can be imported from and exported to dBase III Plus files. Project Management Workbench comes with comprehensive documentation, a free path to the next upgrade, unlimited hotline support, interfaces to two analyst workbenches and a quarterly bulletin. The Project Management Workbench costs 1,250 pounds sterling.

**TEXT:**

Hoskyns Project Management Workbench Hoskyns has just reached release 3 of its Project Workbench System. This is a character-based application that offers a very comprehensive approach to planning.

The screens list menus along the top rather like Lotus 1-2-3. Projects can be viewed in up to four ways. The first and most important of these is the Gantt chart. Projects are broken down into activities, tasks or phases, which are displayed down the left-hand side, with dates shown along the top of the screen.

Actual usage is displayed in the form of squares relative to the calendar which can be set to show days, weeks, months, quarters, six months, year or week numbers.

The screen shows the resource usage or number of days needed for each task and the initials of the resources used. A vertical line on the chart shows the date and holidays are shown as shaded vertical bars. A double vertical line indicates the scheduled end of the project.

Tasks can be shifted, even off the screen if you hold the space bar down too long, and start or end dates for each task can be altered independently. When tasks have been completed, they are shown as double horizontal lines.

Below the Gantt chart is a resource spreadsheet which shows the project in terms of resources rather than tasks. Days assigned are listed per resource, with totals for all resources. There is space for only four resources to be seen at once, but up to 200 can be specified and scrolled through.

Names and availability are shown, along with the abbreviations used above and the actual required time is shown as either utilisation, availability or unused availability. Resource data can be shown as units of time or by cost, in which case the Gantt chart shows the cost of resources used per task.

A third way of looking at the project is as a dependency definition diagram, with arrows showing which phases have to be completed before others can start. This is a compressed form of the more usual CPM network, where tasks are shown in boxes, complete with start date, end date, and any float available.

By constructing such a chart, the critical path can be identified, and subsidiary tasks rearranged so as not to use resources needed for critical tasks. The cells can be moved about on screen if desired.

A project is broken up into six possible sections, evinced from the Project Workbench main menu. These are Plan, Track, Manage-data, Setup, Report and Communicate. The Planning stage is for setting up the Gantt chart, assigning resources and specifying dependencies. A new project is begun by filling out a Project Definition Form with such details as start

date, end date or the number of hours per day. Further details, such as the loading pattern for resources -- the way in which resources are to be analysed -- can be changed at a later date.

The software displays a six-monthly calendar on which project holidays can be entered as required. Resource holidays, those planned by individual team members, are entered on a similar calendar. These appear later automatically on the Gantt chart.

The Gantt chart is used to plan the project from the top level. Project phases are subdivided into activities and then activities into tasks. The phases are entered on the Gantt chart in order, and later activities are entered in the same way.

Phases are specified by filling in an activity planning form and then specifying such things as resources used, any maximum percentage loading and their loading pattern.

Loading patterns specify whether work should be done as soon as possible (Front loading), as late as possible (Back Loading), equally spread over the time allowed, (Uniform) or contoured to fit in with other tasks (Contour), although if none are specified it defaults to Uniform. Should none of these prove satisfactory, the loading can be set manually (Fixed).

The loading for each resource is shown on a histogram that can be expanded to full screen. For fixed loading the usage is typed onto the scale of the Histogram, which changes accordingly.

Tasks are also specified on a similar form and any resources specified that have not been defined prompt the system to display a Resource Definition Form which holds information, like billing rate per day availability.

This information is then posted to the Activity Definition Form, the Gantt chart and the utilisation spreadsheet. Should task start or end dates require changing later this is still possible and tasks can be entered first and left unassigned until afterwards by placing an X in the assignment column.

Once this stage is completed, dependencies have to be specified. Finish-Start relationships are defined by selecting the option from the menu and then the two tasks involved. When entered, they can be redisplayed as a CPM diagram.

At this stage, remaining tasks have to be assigned resources on an Arrange Resources form. As they are assigned, any over-commitments show up are highlighted on the utilisation spreadsheet.

To level the resources, Hoskyns provides an automated scheduler. This can schedule for one or many projects involving the same resources and tries to abide by the specified loading patterns of individuals by using the dependencies specified earlier. If this means that key deadlines are not met, the schedule can be fine tuned later.

Using the Shift option the final task can be moved back until it completes by the required date. It can then be locked into position and other tasks moved until the over-commitment is eliminated. - Project Workbench can **track tasks** in two ways: at the task level if the schedule is all-important, or at the resource level if the cost has to be kept down.

At the task level, importance is loaded onto revising start and end times for tasks depending on those completed so far. The cost incurred is considered less important. The Status option allows a **revised end date** to be entered for any task and the percentage completed so far to be compared with what should have happened. This updates the Gantt chart automatically, although the original end date remains visible as an arrowhead on the chart.

The reporting section can produce hard copy of most of the screens available. Once selected, the level of detail can be changed between projects, phases, activities and tasks as well as sundry other details such as whether to display all tasks or just those on the critical path.

The Sort option provides further customising. Tasks can be shown in order of dates started, completed or priority. If this isn't enough, a built-in text editor allows finishing details to be added.

PMW can transfer data to and from dBAse III Plus files and comes with unlimited hotline support, a free path to the next upgrade and interfaces

to two analyst workbenches, not to mention a quarterly bulletin. Documentation is comprehensive and the package is professionally presented and works efficiently. This is a well thought out package which will easily handle long and complicated projects.

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COMPANY NAMES: Hoskyns Group PLC--Products  
DESCRIPTORS: Evaluation; **Project Management Software** ; Software Packages  
SIC CODES: 7372 Prepackaged software  
TRADE NAMES: **Project Management Workbench** (Computer program )-- evaluation  
FILE SEGMENT: CD File 275

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# Claim Tree

References:  
A - DUNCAN  
B -  
C -  
ON - Official Notice

1 → A  
② → A  
③ → A  
④ → A  
⑤ → A  
⑥ → A  
⑦ → A  
⑧ → A

9 → A  
10 → A

# >>Independent Claims

INVALID

Pat. No. 06071568 - 7  
Issue Date: 01/31/05

Group ID: A  
User ID: Dx littl

Page 1  
KS: 1,424

Invalid [Claim Information: Posn:1]

has an Independent Claim(22) that is larger than Total Claims  
Marker [Claim Information: Posn:1]

qa claims donot match

Warning [Pages Of US References:]

page 3 has no references

page 4 has no references

Warning [Pages Of Foreign References:]

page 1 has no references

page 2 has no references

page 3 has no references

page 4 has no references

Warning [Pages Of Other References:]

page 2 has no references

page 3 has no references

page 4 has no references

Warning [Inventor Names Versus Inventors:]

the inventors at position 4 do not match because the first name(James)  
from the oath does not match the first name(Jim) from checklist

Invalid [Total Claims Versus Checklist:]

has Total Claims from Jacket that does not match Total Claims from  
Blue Slip

Marker [Total Claims Versus Checklist:]

claims donot match

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09/386,330, on page 4, does not match any serial numbers

Marker [Reference Serial Numbers Versus Other Serial Numbers:]

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Rule 47    Continuing Data    PCT    Disclaimer

NO                  NO                  NO                  NO

Microfiche Appendix    CPA tag

NO                  NO

Foreign Priority Claimed: No

Acknowledged: No

State Code: DC    Country Code:

Text Endorsement: 09334256.061699

JACKET

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09/334,256	06/16/99	705	9	3625

FOREIGN PRIORITY  
Country    Document Number    Date

DISCLAIMER

/ /

TITLE

Method and apparatus for planning and monitoring multiple tasks based  
on user defined criteria and predictive ability

MICROFICHE APPENDIX

ASSISTANT EXAMINER:

First:

James

Middle:

Last:

Zurita

PRIMARY EXAMINER:

First:

Wynn

Middle:

W.

Last:

Coggins

CLAIMS ALLOWED  
Total Print

21 1

DRAWINGS  
Sheets Figures Print

10 10 Y

BLUE SLIP INFORMATION

SERIAL NUMBER / CLASS / SUBCLASS / GAU  
09/334,256 / 705 / 9 / 3625

INDEP. CLAIMS

1, 9, 10, 17, 22, 23

TOTAL CLAIMS

23

BLUE SLIP (Page 1)

INTERNATIONAL CLASSIFICATION

Class SubClass

G06F 17/60

CROSS-REFERENCES

Class SubClass

705 26;27

TERM EXTENSION

837

FIELD OF SEARCH

Class SubClass

705 9

OATH

INVENTOR NAME

First: Middle: Last: Signed:

Sandra

Richardson

Yes

City: Washington

State: DC ZIP Code: Country:

Foreign ZIP:

INVENTOR NAME

First: Middle: Last: Signed:

Douglas

Clark

Yes

City: Washington

State: DC ZIP Code: Country:

Foreign ZIP:

INVENTOR NAME

First: Middle: Last: Signed:

Matthew

Bennett

Yes

City: Colorado Springs

State: CO ZIP Code: Country:

Foreign ZIP:

INVENTOR NAME

First: Middle: Last: Signed:

James

Finwick

Yes

City: Colorado Springs

State: CO ZIP Code: Country:

Foreign ZIP:

PCT INFO

CONTINUING DATA (Page 1)

<u>LINE</u>	<u>CODE</u>	<u>SERIAL NUMBER</u>	<u>FILING DATE</u>	<u>STATUS</u>	<u>DOCUMENT NO.</u>	<u>ISSUE DATE</u>
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REFERENCES (Page 1) SERIAL NUMBER: 09/334,256  
FORM 892

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<u>U.S. Pat No.</u>	<u>Date</u>	<u>Patentee</u>	<u>Class</u>	<u>SubClass</u>
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5,530,861	06/1996 Diamant et al.	395	650
<1,1>5,255,181	10/1993 Chapman et al.	364	401
5,760,770	06/1998 Bliss et al.	345	335
5,671,360	09/1997 Hambrick et al.	395	209
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5,836,011	11/1998 Hambrick et al.	395	208
5,798,950	08/1998 Fitzgerald	364	578

FOREIGN REFERENCES

Foreign Doc No.    Date    Country    Class    SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

=====

REFERENCES (Page 3) SERIAL NUMBER: 09/386,330  
FORM 1449

U.S. REFERENCES

U.S. Pat No.    Date    Patentee    Class    SubClass

FOREIGN REFERENCES

Foreign Doc No.    Date    Country    Class    SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

=====

REFERENCES (Page 4) SERIAL NUMBER: 09/386,330  
FORM 1449

U.S. REFERENCES

U.S. Pat No.    Date    Patentee    Class    SubClass

Pat. No. 06071568 - 7  
Issue Date: 01/31/05

Group ID: A  
User ID: Dxlittl

Page 6

FOREIGN REFERENCES

Foreign Doc No.    Date    Country    Class    SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

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DIALOG  
9/1/00

File 347:JAPIO Oct 1976-2000/Apr(UPDATED 000816)

(c) 2000 JPO & JAPIO

File 350:Derwent 1963-2000/UD,UM &UP=200041

(c) 2000 Derwent Info Ltd

Set	Items	Description
S1	324	(PROJECT? ? OR ACTIVIT???) (3N)-(MANAG?????-OR PLAN????- OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	250516	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	3312	S2(3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI?????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI????)
S4	3544	(S2 OR PROGRESS???) (3N) (MONITOR?? OR TRACK?? OR OBSERV??-?)
S5	53	S4(S) (PREDICT???? OR PROBABILIT???)
S6	17234	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	433	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?) (3N) (DATE)
S8	7	S1 AND S3
S9	8	S1 AND S4
S10	9	S1 AND (PREDICT???? OR PROBABILIT???)
S11	8	S10 NOT S9
S12	10	S1 AND S6
S13	0	S1 AND EXPECTATIONS
S14	0	S1 AND EXPECTATION
S15	21647	IC=G06F-017/60
S16	0	S1 AND S7
S17	2	S15 AND S5
S18	52	AU="RICHARDSON S":AU="RICHARDSON S R"
S19	47	AU="CLARK D"
S20	146	AU="BENNETT M":AU="BENNETT M W"
S21	0	AU="FINWICK"
S22	0	S18 AND S19 AND S20
	?	

All considered

relevant to that person.

Dwg.3/19

Title Terms: PROJECT; TASK; MANAGEMENT; SYSTEM; PROTOCOL; MODIFIED; TASK;  
DETAIL; TASK; PERSONNEL; MODIFIED; PROTOCOL; MODIFIED; TASK; CAN; MADE;  
TASK; CONTROL; ADMINISTER

Derwent Class: T01

International Patent Class (Main): G06F-017/60; G06F-019/00

International Patent Class (Additional): G06F-017/00

File Segment: EPI

8/5/4 (Item 3 from file: 350)

DIALOG(R)File 350:Derwent

(c) 2000 Derwent Info Ltd. All rts. reserv.

011048195 \*\*Image available\*\*

WPI Acc No: 1997-026119/199703

XRPX Acc No: N97-021914

Organisation activity database construction method for process management system - involves performing sentence type analysis which defines concept of context operation executed by hierarchical alteration

Patent Assignee: FUJITSU LTD (FUIT )

Inventor: KUSABA S; OKU M

Number of Countries: 002 Number of Patents: 003

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
JP 8287163	A	19961101	JP 9617631	A	19960202	199703	B
US 5675745	A	19971007	US 96598650	A	19960208	199746	
US 6098047	A	20000801	US 96598650	A	19960208	200039	
			US 97897681	A	19970721		

Priority Applications (No Type Date): JP 9524438 A 19950213

Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
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JP 8287163	A	32	G06F-017/60
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US 5675745	A	79	G06F-017/30
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US 6098047	A		G06F-017/30	Cont of application US 96598650
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Cont of patent US 5675745
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Abstract (Basic): JP 8287163 A

The method involves collecting information which uses predetermined description system. A model which defines the concept related to the organizational activity is produced. Each generated model is correlated with the above referred information.

The meaning of the verb which specifies the operational concept is analyzed. This meaning is unified with a standard concept and the sentence type operation is defined by hierarchical alteration. The logical model corresponding to the actual model is generated by applying the defined concept to the defined type of sentence.

ADVANTAGE - Realizes enterprise integration. Simplifies work management.

Dwg.3/66

Title Terms: ORGANISE; ACTIVE; DATABASE; CONSTRUCTION; METHOD; PROCESS; MANAGEMENT; SYSTEM; PERFORMANCE; SENTENCE; TYPE; ANALYSE; DEFINE; CONCEPT ; CONTEXT; OPERATE; EXECUTE; HIERARCHY; ALTER

Derwent Class: T01

International Patent Class (Main): G06F-017/30; G06F-017/60

International Patent Class (Additional): G06F-012/00; G06F-019/00

File Segment: EPI

010989090 \*\*Image available\*\*

WPI Acc No: 1996-486039/199649

XRPX Acc No: N96-409487

Project task management system - uses recommendation protocol to make recommendations for modifying task details by task personnel, and modification protocol for modifications to task can only be made by task controller and/or administrator

Patent Assignee: TASK SOLUTIONS PTY LTD (TASK-N); TASKEY PTY LTD (TASK-N)

Inventor: MILLER N G

Number of Countries: 074 Number of Patents: 006

## Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
AU 672945	B	19961017	AU 9642297	A	19960131	199649	B
WO 9727555	A1	19970731	WO 97AU18	A	19970115	199736	
AU 9713606	A	19970820	AU 9713606	A	19970115	199749	
EP 892960	A1	19990127	EP 97900151	A	19970115	199909	
			WO 97AU18	A	19970115		
AU 707550	B	19990715	AU 9713606	A	19970115	199939	
US 6101481	A	20000808	WO 97AU18	A	19970115	200040	
			US 98101113	A	19980630		

Priority Applications (No Type Date): AU 967734 A 19960125

Cited Patents: 1.Jnl.Ref; US 5408663; US 5530861; US 5548506

## Patent Details:

Patent No	Kind	Lan Pg	Main IPC	Filing Notes
AU 672945	B	48	G06F-019/00	

WO 9727555	A1 E	52	G06F-017/60
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Designated States (National): AL AM AT AU AZ BA BB BG BR BY CA CH CN CU CZ DE DK EE ES FI GB GE HU IL IS JP KE KG KP KR KZ LC LK LR LS LT LU LV MD MG MK MN MW MX NO NZ PL PT RO RU SD SE SG SI SK TJ TM TR TT UA UG US UZ VN

Designated States (Regional): AT BE CH DE DK EA ES FI FR GB GR IE IT KE LS LU MC MW NL OA PT SD SE SZ UG

AU 9713606	A	G06F-017/60	Based on patent WO 9727555
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EP 892960	A1 E	G06F-017/60	Based on patent WO 9727555
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Designated States (Regional): DE DK ES FR GB IT NL PT SE

AU 707550	B	G06F-017/60	Previous Publ. patent AU 9713606
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Based on patent WO 9727555

US 6101481	A	G06F-017/60	Based on patent WO 9727555
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Abstract (Basic): AU 672945 B

For managing tasks to be carried out by personnel, each of the tasks has identified task details. Task personnel are directly involved in carrying out each task. Sole responsibility for each task is allocated to a task controller. Task details are transferred to and/or between task personnel and controllers such that task details relevant to a task are provided to and accessible by only the task controller and the task personnel for the task.

Recommendations for modifying task details relevant to a task are only made by task personnel for the task. The task or task details for a task can only be modified by the task controller for the task and/or and administrator. A data processing assembly is operable under the control of a program embodied on a machine-readable storage medium that provides a task management system for coordinating the tasks. The task management system includes a transfer system for transferring the task details to and/or between the task personnel and controllers. A recommendation protocol establishes a protocol that recommendations for modifying task details relevant to a task can only be made by the task personnel for the task. A modification protocol establishes a protocol that the modifications to a task or the task details for a task can only be made by the task controller for the task and/or the administrator.

ADVANTAGE - Displays task details to person only if details are

**8/TI/1 (Item 1 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

**SYSTEM FOR MANAGING ACTIVITY IDENTIFIER**

**8/TI/2 (Item 1 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Program for business project management, use database to store reports on projects in categories selectable by a user**

**8/TI/3 (Item 2 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Permanent electronic serial number unit attached to frame of network connected computer - has plate having human readable information at its front face and optically readable pattern on its back face**

**8/TI/4 (Item 3 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Organisation activity database construction method for process management system - involves performing sentence type analysis which defines concept of context operation executed by hierarchical alteration**

**8/TI/5 (Item 4 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Project task management system - uses recommendation protocol to make recommendations for modifying task details by task personnel, and modification protocol for modifications to task can only be made by task controller and/or administrator**

**8/TI/6 (Item 5 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Time management and logging system for different activities - has front panel selection of activity functions with entry of codes and descriptors together with dates and time periods**

**8/TI/7 (Item 6 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

**Personal identification and impairment assessment system using brain activity patterns - stores samples of individual brain activity in database of acquisition and transformation for learning to distinguish characteristics of brain activity**

?

8/5/6 (Item 5 from file: 350)  
DIALOG(R) File 350:Derwent  
(c) 2000 Derwent Info Ltd. All rts. reserv.

010981249 \*\*Image available\*\*  
WPI Acc No: 1996-478198/199648  
XRPX Acc No: N96-403293

Time management and logging system for different activities - has front panel selection of activity functions with entry of codes and descriptors together with dates and time periods  
Patent Assignee: GEGENFURTNER A (GEGE-I); KOPP M (KOPP-I); NEUPERT M (NEUP-I)

Inventor: GEGENFURTNER A; KOPP M; NEUPERT M

Number of Countries: 001 Number of Patents: 002

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week
DE 29612487	U1	19961024	DE 96U2012487	U	19960718	199648 B
DE 19707379	A1	19980129	DE 1007379	A	19970225	199810

Priority Applications (No Type Date): DE 96U2012487 U 19960718

Patent Details:

Patent No	Kind	Lan Pg	Main IPC	Filing Notes
DE 29612487	U1	3	G07C-001/10	
DE 19707379	A1	7	G07C-001/10	

Abstract (Basic): DE 29612487 U

The system has a housing with a front panel that has numerical keys [2] that are used for code input, an alpha numeric key [3] for activity description entries, an enable key [1], a percentage key [6], an absolute value key [7], frequency key [8], time input key [9], time frame key [10], scroll keys [15], delete key [16], display [12] with input [19], data port [18] and solar cell [17]. Codes may be assigned [5] and activity descriptions entered [4] and the weekday, start and finish times displayed [19-21] and stored. The activities can relate to domestic and professional functions.

USE/ADVANTAGE - Allows time spent on different activities to be displayed and logged.

Dwg.1/1

Title Terms: TIME; MANAGEMENT; LOG; SYSTEM; ACTIVE; FRONT; PANEL; SELECT; ACTIVE; FUNCTION; ENTER; CODE; DESCRIBE; DATE; TIME; PERIOD

Derwent Class: S04; T05

International Patent Class (Main): G07C-001/10

International Patent Class (Additional): G04F-010/00

File Segment: EPI

9/5/5 (Item 5 from file: 350)

DIALOG(R) File 350:Derwent

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010920034 \*\*Image available\*\*

WPI Acc No: 1996-416985/199642

XRPX Acc No: N96-351271

Software project advance management appts. - monitors progress

by worker monitoring unit based on project plan produced

Patent Assignee: HITACHI LTD (HITA )

Number of Countries: 001 Number of Patents: 001

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week
JP 8202773	A	19960809	JP 9513475	A	19950131	199642 B

Priority Applications (No Type Date): JP 9513475 A 19950131

Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
JP 8202773	A	9		G06F-017/60	

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
JP 8202773	A	9		G06F-017/60	

Abstract (Basic): JP 8202773 A

The appts. has a workflow (9) which shows a relationship between an activity specified by a process model (19). A estimation unit (3) calculates a man day of the activity production through each process from a required definite contents for an input activity. A calculator (16) sets a term of each activity from the calculated man day and terms such as a development time for delivery and workflow.

A worker monitoring unit (7) observes a worker's progress situation and predicts a progress. A advance controller (8) directs a priority production considering as a project planned according to the progress situation for the worker. The progress is observed based on the project plan produced.

ADVANTAGE - Improves precision of project plan.

Dwg.1/4

Title Terms: SOFTWARE; PROJECT; ADVANCE; MANAGEMENT; APPARATUS; MONITOR; PROGRESS; WORK; MONITOR; UNIT; BASED; PROJECT; PLAN; PRODUCE

Derwent Class: T01

International Patent Class (Main): G06F-017/60

International Patent Class (Additional): G06F-009/06

File Segment: EPI

10/5/1 (Item 1 from file: 348)  
DIALOG(R) File 348:European Patents  
(c) 2000 European Patent Office. All rts. reserv.

01080879

Project work management method and system  
**Projektarbeit-Verwaltungsverfahren und -system**  
**Système et méthode de gestion du travail sur un projet**  
PATENT ASSIGNEE:

Hitachi, Ltd., (204151), 6, Kanda Surugadai 4-chome, Chiyoda-ku, Tokyo  
101-8010, (JP), (Applicant designated States: all)

INVENTOR:

Saito, Takashi, 8-37-201, Uozakikitamachi-4-chome, Higashinada-ku,  
Kobe-shi, (JP)  
Majima, Hiroshi, 1-1-201, Kaminokicho, Kanagawa-ku, Yokohama-shi, (JP)  
Shibuya, Ryoichi, 52-12-105, Kosugaya-3-chome, Sakae-ku, Yokohama-shi,  
(JP)  
Tsuji, Hiroshi, 125, Kurumazuka-2-chome, Itami-shi, (JP)  
Hattori, Yoshiaki, 65, Honmachi-10-chome, Kaniecho, Ama-gun, Aichi-ken,  
(JP)

LEGAL REPRESENTATIVE:

Strehl Schubel-Hopf & Partner (100941), Maximilianstrasse 54, 80538  
Munchen, (DE)

PATENT (CC, No, Kind, Date): EP 950971 A2 991020 (Basic)

APPLICATION (CC, No, Date): EP 99107196 990413;

PRIORITY (CC, No, Date): JP 98122971 980416

DESIGNATED STATES: AT; BE; CH; CY; DE; DK; ES; FI; FR; GB; GR; IE; IT; LI;  
LU; MC; NL; PT; SE

EXTENDED DESIGNATED STATES: AL; LT; LV; MK; RO; SI

INTERNATIONAL PATENT CLASS: G06F-017/60

ABSTRACT EP 950971 A2

A work **management** method and **system** which **manage** a **project** executed by individuals or groups belonging to an organization. In response to a phase transition request from a task management unit (140), a workflow management unit (130) performs transition and activation of a business phase included in a process definition (171), sets a work in work management table (173), and issues a task addition request. In response to an event addition request or a deletion request, an event management unit (150) adds or deletes events to or from an event queue (151), monitors an occurrence of the event and, when the event occurs, sends a task status transition request to the task management unit (140). In response to the task addition request, the task management unit (140) sets a task name and a task status name in the work management table (173), generates the event associated with the task name, issues the event addition request. In response to the **task** status transition request **described** above, the **task** management unit (140) sets the task status name, such as "execute" or "complete", in a task status column according to the type of the event. When the event type is "execute", the task management unit (140) generates the event and issues the event addition request; when the event type is "complete", the unit issues a request to delete the generated event. When the task status values of all tasks, including the task that has completed, of the business phase are "complete", the task management unit (140) issues the phase transition request.

ABSTRACT WORD COUNT: 259

NOTE:

Figure number on first page: 1

LEGAL STATUS (Type, Pub Date, Kind, Text):

Application: 991020 A2 Published application without search report

LANGUAGE (Publication,Procedural,Application): English; English; English

FULLTEXT AVAILABILITY:

Available Text Language Update Word Count

CLAIMS A (English) 9942 1926

SPEC A (English) 9942 4964

00505983

METHOD AND APPARATUS FOR A PROCESS AND PROJECT MANAGEMENT COMPUTER

SYSTEM

PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE PROJET

Patent Applicant/Assignee:

INTERNATIONAL BUSINESS MACHINES CORPORATION  
BANDAT Kurt  
PARNCUTT Geoff  
VOESCH Ekkehard  
LEISTEN Udo

Inventor(s):

BANDAT Kurt  
PARNCUTT Geoff  
VOESCH Ekkehard  
LEISTEN Udo

Patent and Priority Information (Country, Number, Date):

Patent: WO 9707472 A1 19970227  
Application: WO 95EP3289 19950818 (PCT/WO EP9503289)  
Priority Application: WO 95EP3289 19950818

Designated States: JP US AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE

Main International Patent Class: G06F-017/60;

Publication Language: English

Fulltext Availability:

Detailed Description  
Claims

Fulltext Word Count: 15240

English Abstract

Current demands for quality systems imply requirements for synergistic integration of dynamic process and project planning, management and execution of work processes and people performing these tasks in different roles. Each individual user role exercises a different view over the work process, where the different views comprise different, partly overlapping functions over a work process. The inventive concept comprises a system platform for a synergistic, role modular work process environment. A work process object (WPO) (1001) is created, residing in a data base, and stored in a memory of the process and **project management computer system** (1030). All data concerning the process and project management are reported to said work process object (WPO) (1001) and said work process object (WPO) (1001) is used as a common data base. According to the inventive concept, each view must be supported by a specific workplace, represented by digital data and enforcing the rules for the specific role. A work process information model supports the dynamic definition and use of a data base object representing a work process, both in its process and project planning modes and its execution. According to the inventive concept, one object supports simultaneously all modes delimited by dynamically moving boundaries. Workplace implementation enforces over-all rules for each role in the inventive system.

Total word count - document A 6890  
Total word count - document B 0  
Total word count - documents A + B 6890

**11/TI/1 (Item 1 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

**SYSTEM FOR SUPPORTING PROJECT MANAGEMENT**

**11/TI/2 (Item 2 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

**SOFTWARE PRODUCTION CONTROLLER**

**11/TI/3 (Item 1 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Human cognitive performance predicting method for military planning operation, involves calculating cognitive performance capacity of individual and then modulating performance capacity with time of day value

**11/TI/4 (Item 2 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Device for calculating starting conditions in computer system operating as workflow management system continues process to start target activity if logical expression is true

**11/TI/5 (Item 3 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

A method for managing projects in a computer network with reports and alerts sent to clients periodically

**11/TI/6 (Item 4 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Time management and project completion estimating system using an application server

**11/TI/7 (Item 5 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Parameter setting control method for estimation of activity area of organism surface e.g. scalp - involves updating preset parameter and small divided area existence probability, so as to make evaluation function to correspond maximum value

**11/TI/8 (Item 6 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Neuron simulator for conditioned reflex research - has monovibrators connected between AND-gates and memory with magnetic core and windings?

11/5/1 (Item 1 from file: 347)  
DIALOG(R) File 347:JAPIO  
(c) 2000 JPO & JAPIO. All rts. reserv.

05957727 \*\*Image available\*\*

**SYSTEM FOR SUPPORTING PROJECT MANAGEMENT**

PUB. NO.: 10-240827 [JP 10240827 A]  
PUBLISHED: September 11, 1998 (19980911)  
INVENTOR(s): KITAMURA KOICHI  
ARAI SHINICHI  
APPLICANT(s): HITACHI LTD [000510] (A Japanese Company or Corporation), JP  
(Japan)  
APPL. NO.: 09-047969 [JP 9747969]  
FILED: March 03, 1997 (19970303)  
INTL CLASS: [6] G06F-017/60  
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications)

**ABSTRACT**

PROBLEM TO BE SOLVED: To predict each target achievement ratio for plural specification plans in a new project planning stage.

SOLUTION: History information 100a of a working element having a use result in the past, characteristic information 100c of a working element available for a new project, specification plan information 100e proposed for an object to be produced of the new project, concept information 100d normalizing the target performance of the object to be produced of the new project, and constitution information 100b expressing the constitution of the object to be produced of the new project are registered in a storing part 100. A technique application risk evaluating part 101a predicts delay generated related with the working element available for the new project based on the result information 100a and the characteristic information 100c. A development risk visualizing part 101b predicts the target achieving effect of the new project for each specification plan based on the predicted result, the specification plan information 100e, constitution information 100b, and concept information 100d.

11/5/5 (Item 3 from file: 350)  
DIALOG(R) File 350:Derwent  
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012926380 \*\*Image available\*\*  
WPI Acc No: 2000-098216/200009  
Related WPI Acc No: 2000-098164  
XRPX Acc No: N00-075883

**A method for managing projects in a computer network with reports and alerts sent to clients periodically**

Patent Assignee: COMPUWARE CORP (COMP-N)

Inventor: EMRICH M A; KAUFER S; PALKA T; SIVAKUMAR A S

Number of Countries: 001 Number of Patents: 001

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week
CA 2267476	A1	19990930	CA 2267476	A	19990330	200009 B

Priority Applications (No Type Date): CA 2233359 A 19980330

Patent Details:

Patent No	Kind	Lan Pg	Main IPC	Filing Notes
CA 2267476	A1	E	50	G06F-017/40

Abstract (Basic): CA 2267476 A1

NOVELTY - A computer readable medium stores computer executable instructions for collecting and **managing** data from **project** development **tools** (30) within a network (10), the data is analyzed by an invoked application (22) to generate a schedule **prediction** and when the analysis is complete a report is generated and periodic alerts can be sent to client workstations (40). The alerts and reports can presented to team leaders in a hypertext markup language format.

DETAILED DESCRIPTION - An INDEPENDENT CLAIM is included for a computer system for **predicting** project completion.

USE - For managing projects within a computer network.

ADVANTAGE - Data is constantly being collected and analyzed with updates being sent to users who require the information (team leaders) automatically.

DESCRIPTION OF DRAWING(S) - The drawing shows a schematic of the system.

Network (10)

Application server (22)

Data managers (30)

Client workstations (40)

pp; 50 DwgNo 1/4

Title Terms: METHOD; MANAGE; PROJECT; COMPUTER; NETWORK; REPORT; ALERT; SEND; CLIENT; PERIOD

Derwent Class: T01

International Patent Class (Main): G06F-017/40

International Patent Class (Additional): G06F-017/30; G06F-019/00

File Segment: EPI

11/5/6 (Item 4 from file: 350)  
DIALOG(R) File 350:Derwent  
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012926328  
WPI Acc No: 2000-098164/200009  
Related WPI Acc No: 2000-098216  
XRPX Acc No: N00-075836

Time management and project completion estimating system using an application server

Patent Assignee: CENTERLINE SOFTWARE INC (CENT-N)  
Inventor: EMRICH M A; KAUFER S; PALKA T; SIVAKUMAR A S  
Number of Countries: 001 Number of Patents: 001

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week
CA 2233359	A1	19990930	CA 2233359	A	19980330	200009 B

Priority Applications (No Type Date): CA 2233359 A 19980330

Patent Details:

Patent No	Kind	Lan Pg	Main IPC	Filing Notes
CA 2233359	A1 E	39	G06F-017/60	

Abstract (Basic): CA 2233359 A1

NOVELTY - An application server stores project information collected from data collectors, the data collectors extract data from the schedule management, testing and tracking tools on the computer system. The server can then generate reports on project status by using algorithms such as a Monte Carlo simulation algorithm, for predicting the completion time for projects.

DETAILED DESCRIPTION - An INDEPENDENT CLAIM is included for a method of time management and task completion prediction in a computer system.

USE - For managing projects using a computer system .

ADVANTAGE - The application server allows users to actively manage and predict the completion of projects from remote sites.

pp; 39 DwgNo 0/0

Title Terms: TIME; MANAGEMENT; PROJECT; COMPLETE; ESTIMATE; SYSTEM; APPLY; SERVE

Derwent Class: T01

International Patent Class (Main): G06F-017/60

International Patent Class (Additional): G06F-017/40

File Segment: EPI

?

**12/TI/1 (Item 1 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

DEVICE AND METHOD FOR EVALUATING MANAGEMENT OPERATION FOR PROJECT MANAGEMENT

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**12/TI/2 (Item 2 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

SYSTEM FOR SUPPORTING PROJECT MANAGEMENT

**12/TI/3 (Item 3 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

PROJECT PROGRESS MANAGING SYSTEM

**12/TI/4 (Item 4 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

SOFTWARE PRODUCTION CONTROLLER

**12/TI/5 (Item 5 from file: 347)**  
DIALOG(R)File 347:(c) 2000 JPO & JAPIO. All rts. reserv.

PROJECT MANAGEMENT DIAGNOSING SYSTEM

**12/TI/6 (Item 1 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Data analysis using a neural network pattern matching system to detect similarities of data during detection of duplicative, fraudulent, defective and/or irregular data

**12/TI/7 (Item 2 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Management service evaluation system used in LSS software developments - has management service level determining unit which determines management level of each management service of evaluation objective project depending on risk associated with evaluation of objective project

**12/TI/8 (Item 3 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Data objects managing method for client server environment in e.g. specialized business solutions

**12/TI/9 (Item 4 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Software based project advance/monitoring management apparatus for perfect heads etc. - has means by which worker who actually performs work is determined and its effect on individual and group is estimated and notified to each workers management means

**12/TI/10 (Item 5 from file: 350)**  
DIALOG(R)File 350:(c) 2000 Derwent Info Ltd. All rts. reserv.

Heavily loaded resources evaluation system for operational management of computer systems - has selection program which compares resource utilisation ratio information in system utilisation record entered in utilisation ratio threshold value file to extract record indicative of status

? \_\_\_\_\_

12/5/1 (Item 1 from file: 347)  
DIALOG(R)File 347:JAPIO  
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06425485 \*\*Image available\*\*  
DEVICE AND METHOD FOR EVALUATING MANAGEMENT OPERATION FOR PROJECT  
MANAGEMENT

PUB. NO.: 20-00011048 [JP 2000011048 A]  
PUBLISHED: January 14, 2000 (20000114)  
INVENTOR(s): KAMIKUBO TADAMASA  
OKADA KIMIHARU  
TADA AKIRA  
MATSUZAKI YOSHIE  
TAKAMURA TOSHIKO  
APPLICANT(s): HITACHI LTD  
APPL. NO.: 10-177474 [JP 98177474]  
FILED: June 24, 1998 (19980624)  
INTL CLASS: G06F-017/60; G06F-009/06

ABSTRACT

PROBLEM TO BE SOLVED: To indicate guidance for the management level of each management operation in a large scale **system software** development **project** based on a rough **plan** for the **management** of the **project**.

SOLUTION: A **project** feature **planning** means 3 calculates a **project** feature by using project data consisting of project planning data 8 and project experience data 9. A project risk area calculating means 4 finds out a **risk** area in each **evaluation** item from the feature data 11 of a completed project and the project data 10. A project **risk evaluation** means 5 maps the feature data 11 on the risk area to evaluate the level of the risk. A management operation level determination means 6 determines the management level of each management operation from **risk evaluation** data 13 and important point management operation data 14 indicating relation between the level of a **risk** in the **evaluation** item and each management operation and a management operation level display means 7 provides the management level of each management operation.

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12/5/2 (Item 2 from file: 347)  
DIALOG(R) File 347:JAPIO  
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05957727 \*\*Image available\*\*

**SYSTEM FOR SUPPORTING PROJECT MANAGEMENT**

PUB. NO.: 10-240827 [JP 10240827 A]  
PUBLISHED: September 11, 1998 (19980911)  
INVENTOR(s): KITAMURA KOICHI  
ARAI SHINICHI  
APPLICANT(s): HITACHI LTD [000510] (A Japanese Company or Corporation), JP  
(Japan)  
APPL. NO.: 09-047969 [JP 9747969]  
FILED: March 03, 1997 (19970303)  
INTL CLASS: [6] G06F-017/60  
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications)

**ABSTRACT**

PROBLEM TO BE SOLVED: To predict each target achievement ratio for plural specification plans in a new project planing stage.

SOLUTION: History information 100a of a working element having a use result in the past, characteristic information 100c of a working element available for a new project, specification plan information 100e proposed for an object to be produced of the new project, concept information 100d normalizing the target performance of the object to be produced of the new project, and constitution information 100b expressing the constitution of the object to be produced of the new project are registered in a storing part 100. A technique application **risk evaluating** part 101a predicts delay generated related with the working element available for the new project based on the result information 100a and the characteristic information 100c. A development risk visualizing part 101b predicts the target achieving effect of the new project for each specification plan based on the predicted result, the specification plan information 100e, constitution information 100b, and concept information 100d.

12/5/3 (Item 3 from file: 347)  
DIALOG(R) File 347:JAPIO  
(c) 2000 JPO & JAPIO. All rts. reserv.

04661011 \*\*Image available\*\*

**PROJECT PROGRESS MANAGING SYSTEM**

PUB. NO.: 06-332911 [JP 6332911 A]  
PUBLISHED: December 02, 1994 (19941202)  
INVENTOR(s): SASAGE YOSHIYASU  
FUKUSAKO MASAMITSU  
APPLICANT(s): MITSUBISHI ELECTRIC CORP [000601] (A Japanese Company or  
Corporation), JP (Japan)  
APPL. NO.: 05-119954 [JP 93119954]  
FILED: May 21, 1993 (19930521)  
INTL CLASS: [5] G06F-015/21; G06F-009/06  
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications); 45.1  
(INFORMATION PROCESSING -- Arithmetic Sequence Units)

**ABSTRACT**

PURPOSE: To easily perform the comparative **evaluation** of target/**result**  
for both a process and quality.

CONSTITUTION: A process plan value (the day to start work and the day to finish the work or the like and a quality target value (such as the number of DR, number of CR, number of test items or number of detected errors) are set by a plan setting means 10. A process evaluation reference (such as the degree of delay) and a quality evaluation reference (such as the degree of achievement the target) are set by a reference setting means 30. A work performance (such as the day to start/finish the work, the amount of work performans, the number of design review, the number of code review, the number of test items or the number of detected errors) is collected by a result collecting means 20. The compared result of the plan value (or the target value) and the work performance value collected at the time of work progress is provided by a comparison part 40. The evaluated result is provided at an evaluation part 50 by collating the compared result with each reference value (process/quality). On the other hand, a guide value for achieving the target is automatically calculated and outputted. The evaluated result is automatically outputted with the gradations (or colors) of a quantative numerical value and a mesh

12/5/9 (Item 4 from file: 350)

DIALOG(R) File 350:Derwent

(c) 2000 Derwent Info Ltd. All rts. reserv.

011300324 \*\*Image available\*\*

WPI Acc No: 1997-278229/199725

XRPX Acc No.: N97-230506

Software based project advance/monitoring management apparatus for perfect heads etc. - has means by which worker who actually performs work is determined and its effect on individual and group is estimated and notified to each workers management means

Patent Assignee: HITACHI LTD (HITA )

Number of Countries: 001 Number of Patents: 001

Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week
JP 9101987	A	19970415	JP 95261688	A	19951009	199725 B

Priority Applications (No Type Date): JP 95261688 A 19951009

Patent Details:

Patent No	Kind	Lan Pg	Main IPC	Filing Notes
JP 9101987	A	24	G06F-017/60	

Abstract (Basic): JP 9101987 A

The software based project advance/monitoring management apparatus consists of a project management part (1) that manages the advance of a particular project . A worker management part (2) that manages the work for every worker in the project team is also provided. The two parts are linked and work that is estimated by the worker management part is assembled to produce the project advancement status by the project management part.

Work is then assigned to a worker based on the evaluation result of the project advancement status. Also the work completion time as per the management objective is estimated considering the work load at present for the worker. Similarly work allotment to each worker based on the progress situation is carried out.

ADVANTAGE - Provides flexibility. Provides suitable indications.

Improves execution and control of work.

Dwg.1/16

Title Terms: SOFTWARE; BASED; PROJECT; ADVANCE; MONITOR; MANAGEMENT; APPARATUS; PERFECT; HEAD; WORK; PERFORMANCE; WORK; DETERMINE; EFFECT; INDIVIDUAL; GROUP; ESTIMATE; NOTIFICATION; WORK; MANAGEMENT

Derwent Class: T01

International Patent Class (Main): G06F-017/60

International Patent Class (Additional): G06F-009/06

File Segment: EPI

DIALOG

9/1/00

File 348:European Patents 1978-2000/Aug W04

(c) 2000 European Patent Office

File 349:PCT Fulltext 1983-2000/UB=20000824, UT=20000810

(c) 2000 WIPO/MicroPat

Set	Items	Description
S1	760	(PROJECT? ? OR ACTIVIT???) (3N) (MANAG????? OR PLAN????? OR SCHEDUL??? OR ORGANI????? OR ASSESSMENT) (3N) (SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	212331	TASK?? OR ACTIVIT?? OR JOB?? OR ASSIGNMENT??
S3	20969	S2(3N) (DESCRIB?? OR DESCRIPT???? OR IDENTIFI????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	16918	(S2 OR PROGRESS???) (3N) (MONITOR??? OR TRACK??? OR OBSERV?? - ?)
S5	375	S4(S) (PREDICT???? OR PROBABILIT???)
S6	41788	(ASSESS???? OR EVALUATI?? OR ANALY???? OR MANAG???) (3N) (RISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	6633	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? - ?) (3N) (DATE)
S8	130	S1/TI,AB,CM
S9	21	S8 AND S3/TI,AB,CM
S10	8	S9 AND S4/TI,AB,CM
S11	1	S8 AND S5
S12	31	S8 AND (PREDICT???? OR PROBABILIT???)
S13	12	S8 AND (PREDICT???? OR PROBABILIT???) /TI,AB,CM
S14	22	S8 AND S6
S15	15	S1(S)S6
S16	34	S1 AND S6/TI,AB,CM
S17	8	S8 AND S6/TI,AB,CM
S18	6	S8 AND (RISK OR EXPECTATIONS OR CHURN) /TI,AB,CM
S19	2	S8 AND S7/TI,AB,CM
S20	83	S1 AND S3 AND S4
S21	32	S20 AND S6
S22	24	S21 AND PREDICT????
S23	19	S22 NOT (S19 OR S18 OR S17 OR S15 OR S10)
S24	2	AU="RICHARDSON SANDY"
S25	22	AU="CLARK DOUGLAS":AU="CLARK DOUGLAS W"
S26	2	AU="BENNETT MATTHEW COLE JR":AU="BENNETT MATTHEW JOHN"
S27	0	AU="FINWICK J"
S28	0	AU="FINZER HEINZ" AND AU="FINZI" AND AU="FINZI BENDETTO GI- ORGIO ING"
S29	0	S24 AND S25 AND S26
?		

all considered

10/TI/1 (Item 1 from file: 348)  
DIALOG(R)File 348:(c) 2000 European Patent Office. All rts. reserv.

Project work management method and system  
Projektarbeit-Verwaltungsverfahren und -system  
Systeme et methode de gestion du travail sur un projet

10/TI/2 (Item 1 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

SURFACTANT-LIPASE COMPLEX IMMOBILIZED ON INSOLUBLE MATRIX  
COMPLEXE SURFACTANT-LIPASE IMMOBILISE SUR UNE MATRICE INSOLUBLE

10/TI/3 (Item 2 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

METHOD AND SYSTEM FOR DATABASE APPLICATION SOFTWARE CREATION REQUIRING  
MINIMAL PROGRAMMING  
PROCEDE ET SYSTEME DE CREATION DE LOGICIEL D'APPLICATION POUR BASE DE  
DONNEES REQUERANT UNE PROGRAMMATION MINIMALE

10/TI/4 (Item 3 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

NATIONAL CUSTOMER RECOGNITION SYSTEM AND METHOD  
SYSTEME NATIONAL DE RECONNAISSANCE DE CLIENTS ET PROCEDE CORRESPONDANT

10/TI/5 (Item 4 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

METHOD FOR THE IDENTIFICATION AND THERAPEUTIC USE OF DISEASE- ASSOCIATED  
ORGANISMS, ELEMENTS AND FORCES  
PROCEDE D'IDENTIFICATION ET D'UTILISATION THERAPEUTIQUE D'ORGANISMES,  
D'ELEMENTS ET DE FORCES ASSOCIES A UNE MALADIE

10/TI/6 (Item 5 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

METHOD AND APPARATUS FOR A PROCESS AND PROJECT MANAGEMENT COMPUTER  
SYSTEM  
PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE  
PROJET

10/TI/7 (Item 6 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

SYSTEMS AND METHODS FOR SECURE TRANSACTION MANAGEMENT AND ELECTRONIC RIGHTS  
PROTECTION  
SYSTEMES ET PROCEDES DE GESTION SECURISEE DE TRANSACTIONS ET DE PROTECTION  
ELECTRONIQUE DES DROITS

10/TI/8 (Item 7 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

CAD/CAM STEREOLITHOGRAPHIC DATA CONVERSION  
CONVERSION DE DONNEES STEREOLITHOGRAPHIQUES CAD/CAM  
?

10/5/1 (Item 1 from file: 348)

DIALOG(R) File 348:European Patents

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01080879

Project work management method and system

Projektarbeit-Verwaltungsverfahren und -system

Système et méthode de gestion du travail sur un projet

PATENT ASSIGNEE:

Hitachi, Ltd., (204151), 6, Kanda Surugadai 4-chome, Chiyoda-ku, Tokyo  
101-8010, (JP), (Applicant designated States: all)

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LEGAL REPRESENTATIVE:

Strehl Schubel-Hopf & Partner (100941), Maximilianstrasse 54, 80538  
Munchen, (DE)

PATENT (CC, No, Kind, Date): EP 950971 A2 991020 (Basic)

APPLICATION (CC, No, Date): EP 99107196 990413;

PRIORITY (CC, No, Date): JP 98122971 980416

DESIGNATED STATES: AT; BE; CH; CY; DE; DK; ES; FI; FR; GB; GR; IE; IT; LI;  
LU; MC; NL; PT; SE

EXTENDED DESIGNATED STATES: AL; LT; LV; MK; RO; SI

INTERNATIONAL PATENT CLASS: G06F-017/60

ABSTRACT EP 950971 A2

A work management method and system which manage a project executed by individuals or groups belonging to an organization. In response to a phase transition request from a task management unit (140), a workflow management unit (130) performs transition and activation of a business phase included in a process definition (171), sets a work in work management table (173), and issues a task addition request. In response to an event addition request or a deletion request, an event management unit (150) adds or deletes events to or from an event queue (151), monitors an occurrence of the event and, when the event occurs, sends a task status transition request to the task management unit (140). In response to the task addition request, the task management unit (140) sets a task name and a task status name in the work management table (173), generates the event associated with the task name, issues the event addition request. In response to the task status transition request described above, the task management unit (140) sets the task status name, such as "execute" or "complete", in a task status column according to the type of the event. When the event type is "execute", the task management unit (140) generates the event and issues the event addition request; when the event type is "complete", the unit issues a request to delete the generated event. When the task status values of all tasks, including the task that has completed, of the business phase are "complete", the task management unit (140) issues the phase transition request.

ABSTRACT WORD COUNT: 259

NOTE:

Figure number on first page: 1

LEGAL STATUS (Type, Pub Date, Kind, Text):

Application: 991020 A2 Published application without search report

LANGUAGE (Publication,Procedural,Application): English; English; English

FULLTEXT AVAILABILITY:

Available Text	Language	Update	Word Count
CLAIMS A	(English)	9942	1926
SPEC A	(English)	9942	4964

Total word count - document A	6890
Total word count - document B	0
Total word count - documents A + B	6890

00505983

**METHOD AND APPARATUS FOR A PROCESS AND PROJECT MANAGEMENT COMPUTER SYSTEM**

**PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE PROJET**

**Patent Applicant/Assignee:**

INTERNATIONAL BUSINESS MACHINES CORPORATION  
BANDAT Kurt  
PARNCUTT Geoff  
VOESCH Ekkehard  
LEISTEN Udo

**Inventor(s):**

BANDAT Kurt  
PARNCUTT Geoff  
VOESCH Ekkehard  
LEISTEN Udo

**Patent and Priority Information (Country, Number, Date):**

Patent: WO 9707472 A1 19970227  
Application: WO 95EP3289 19950818 (PCT/WO EP9503289)  
Priority Application: WO 95EP3289 19950818

Designated States: JP US AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE

Main International Patent Class: G06F-017/60;

Publication Language: English

**Fulltext Availability:**

Detailed Description  
Claims

Fulltext Word Count: 15240

**English Abstract**

Current demands for quality systems imply requirements for synergistic integration of dynamic process and project planning, management and execution of work processes and people performing these tasks in different roles. Each individual user role exercises a different view over the work process, where the different views comprise different, partly overlapping functions over a work process. The inventive concept comprises a system platform for a synergistic, role modular work process environment. A work process object (WPO) (1001) is created, residing in a data base, and stored in a memory of the process and **project management computer system** (1030). All data concerning the process and project management are reported to said work process object (WPO) (1001) and said work process object (WPO) (1001) is used as a common data base. According to the inventive concept, each view must be supported by a specific workplace, represented by digital data and enforcing the rules for the specific role. A work process information model supports the dynamic definition and use of a data base object representing a work process, both in its process and project planning modes and its execution. According to the inventive concept, one object supports simultaneously all modes delimited by dynamically moving boundaries. Workplace implementation enforces over-all rules for each role in the inventive system.

13/5/9 (Item 8 from file: 349)  
DIALOG(R) File 349:PCT Fulltext  
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00355583

**METHOD OF FLOW CHART SCHEDULING**

**PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES**

Patent Applicant/Assignee:

TIMEPHASER CORPORATION

Inventor(s):

ENGELMAN Henry

Patent and Priority Information (Country, Number, Date):

Patent: WO 9416393 A1 19940721

Application: WO 94US302 19940105 (PCT/WO US9400302)

Priority Application: US 931045 19930106

Designated States: CA JP AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE

Main International Patent Class: G06F-015/00;

International Patent Class: G06F-015/24; G06F-015/60;

Publication Language: English

Fulltext Availability:

Detailed Description

Claims

Fulltext Word Count: 8602

**English Abstract**

An improved critical path method (1) for directing work centers (people or other resources) regarding which tasks to do, and/or when to do such tasks, and/or the priority of such tasks, for variable processes. The invention provides a computerized method for controlling work schedules and for giving and receiving directives based on the critical path method (1) for variable processes. The invention allows non-deterministic networks (containing alternative paths, recursive loops, etc.) to be resolved using the critical path method (1), and schedules to be maintained despite the arbitrary updating practices that are encountered with the various casual users found in enterprise-wide systems. The inventive process requires only slightly more data for non-deterministic schedules than for deterministic schedules, and provides clear and concise directives to the various groups performing tasks across one or more jobs. The invention also provides a simple, reasonably foolproof method of reporting progress (7) and logic changes arising from decision points and does so with minimal data entry.

DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

**METHOD OF FLOW CHART SCHEDULING  
PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES**

13/TI/10 (Item 9 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

**VIDEO SPECIAL EFFECTS SYSTEM  
SYSTEME PRODUISANT DES EFFETS VIDEO SPECIAUX**

13/TI/11 (Item 10 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

**SYSTEM FOR DELIVERY  
SYSTEME DE LIVRAISON**

13/TI/12 (Item 11 from file: 349)  
DIALOG(R)File 349:(c) 2000 WIPO/MicroPat. All rts. reserv.

**EXPERT SYSTEM WITH PROCESS CONTROL  
SYSTEME EXPERT A COMMANDE DE TRAITEMENT  
?**

13/3,K/9 (Item 8 from file: 349)  
DIALOG(R) File 349:PCT Fulltext  
(c) 2000 WIPO/MicroPat. All rts. reserv.

00355583

**METHOD OF FLOW CHART SCHEDULING**

**PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES**

Patent Applicant/Assignee:

TIMEPHASER CORPORATION

Inventor(s):

ENGELMAN Henry

Patent and Priority Information (Country, Number, Date):

Patent: WO 9416393 A1 19940721

Application: WO 94US302 19940105 (PCT/WO US9400302)

Priority Application: US 931045 19930106

Designated States: CA JP AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE

Publication Language: English

Fulltext Word Count: 8602

Fulltext Availability:

Claims

Claim

[...] ... on the prior "Project Evaluation and Review Technique" (PERT). PERT is similar to CPM, but applies statistical analysis to a network of tasks to provide **probabilities** of meeting milestone dates. PERT introduced uncertainties to the CPM in the form of different durations (optimistic, pessimistic, and realistic), thereby creating Gaussian distributions for ...

...and queuing problems". Its inapplicability to scheduling and tracking work is further born out by the fact that GERT is not being taught in current **project management** practice, nor has GERT been implemented in **project management software** marketed today. Its area of **application** is in the realm of what-if simulations rather than in planning and tracking schedules.

The prior art solution to planning and tracking work schedules know what decision has been made at the decision points. These personnel are typically not scheduling engineers, but are generally casual (occasional) users of **project management software**.

Accordingly, they generally lack the necessary skills to change network logic or the authorization to make changes without the right management controls.

What is needed...

23/TI/1 (Item 1 from file: 348)

DIALOG(R)File 348:(c) 2000 European Patent Office. All rts. reserv.

Methods and compositions for the production of stably transformed fertile monocot plants and cells thereof

Methoden und Zusammensetzungen fur die Herstellung von stabil-transformierten, fruchtbaren monokotyledonen Pflanzen und Zellen dafur

Methode et compositions pour la preparation de plantes monocotyledones fertiles ainsi que leurs cellules transformees de maniere stable

23/TI/2 (Item 2 from file: 348)

DIALOG(R)File 348:(c) 2000 European Patent Office. All rts. reserv.

PROCESS FOR CONSTRUCTING TEMPERATURE-TOLERANT PLANTS

Verfahren zur Herstellung Temperatur-toleranter Pflanzen

PROCEDE D'OBTENTION PAR RECOMBINAISON DE PLANTES INSENSIBLES A LA TEMPERATURE

23/TI/3 (Item 3 from file: 348)

DIALOG(R)File 348:(c) 2000 European Patent Office. All rts. reserv.

Food preparation system and method.

System zur Zubereitung von Nahrungsmitteln und Verfahren.

Système de cuisson de nourriture et procede.

23/TI/4 (Item 4 from file: 348)

DIALOG(R)File 348:(c) 2000 European Patent Office. All rts. reserv.

METHODS AND COMPOSITIONS FOR THE PRODUCTION OF STABLY TRANSFORMED, FERTILE MAIZE PLANTS AND CELLS THEREOF

METHODEN UND ZUSAMMENSETZUNGEN FUR DIE HERSTELLUNG VON STABIL TRANSFORMIERTEN, FRUCHTBAREN MAIS PFLANZEN UND ZELLEN DAFUR

PROCEDES ET COMPOSITIONS DE PRODUCTION DE MAIS FECOND AINSIQUE DE SES CELLULES TRANSFORMEES DE MANIERE STABLE

23/TI/5 (Item 5 from file: 348)

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Digital data processing system.

Digitales Datenverarbeitungssystem.

Système du traitement de donnees numeriques.

23/TI/6 (Item 1 from file: 349)

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A SYSTEM, METHOD AND ARTICLE OF MANUFACTURE FOR A GOAL BASED SYSTEM UTILIZING AN ACTIVITY TABLE

SYSTEME, PROCEDE ET APPAREIL POUR SYSTEME BASE SUR DES OBJECTIFS UTILISANT UNE TABLE D'ACTIVITES

23/TI/7 (Item 2 from file: 349)

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A COMPUTER-IMPLEMENTED PROJECT KNOWLEDGE MANAGEMENT FACILITY

SYSTEME INFORMATIQUE DE GESTION DES CONNAISSANCES RELATIVES A UN PROJET

23/TI/8 (Item 3 from file: 349)

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